

ANNUAL REPORT



Energy Efficient—The City purchased a Zenn 2.22 on December 4, 2007; Zenn stands for “Zero Emissions No Noise”

City of Saco
2007

300 Main Street—Saco, Maine 04072

sacomaine.org

The City of Saco is pleased to dedicate this year's Annual Report to A. William Kany Jr.



A. William Kany Jr., has had “a love affair with Saco from Day One,” according to Anne Kany. She agreed to a verbal prenuptial agreement with Bill in their early days together. “When we got married I had to agree that we’d never leave the city of Saco.”

Bill has retired as president and then chairman of the Saco and Biddeford Savings Institution, and led its many civic and business activities. Before that he was a manufacturing executive at Lund Manufacturing. The industrial economy in the region remains important to Bill, who served on the city’s Economic Development Commission for two decades. Perhaps his proudest achievement in recent years was the establishment of the York County Technical College, now York County Community College, in which he played a key role.

Even the list of Bill’s strictly civic accomplishments is too long to include here. It includes important roles in establishing Saco Spirit, the downtown promotional organization, leading the Biddeford-Saco Chamber of Commerce, promoting non-partisan elections, promoting sewer extensions, fundraising for Thornton Academy, Mary’s Walk (annual walk raising money for cancer research), the Dyer Library, and many other civic activities. His work in support of the Community College continues.

We’ve heard him called “Mr. Saco.” And with this dedication, we thank Mr. Saco for all he’s done for this city.

Table of Contents

Saco Maine, A Brief History	5
Letter of Transmittal, City Administrator	6
City Council 2005-2007	7
Human Resources and Personnel Department	9
Assessing Department	15
Finance Department	19
Excerpts from Comprehensive Plan FY ended 2006	29
Outstanding Property Taxes	45
Public Works Department	50
Parks & Recreation Department	56
Building Inspection Department	65
Fire Department	69
Planning and Economic Development	74
City Clerk and General Assistance	79
Police Department	83
Wastewater Treatment Plant	87
School Department	93
Board of Education	95
Dyer Library/Saco Museum	96
Saco River Corridor Commission	98
Conservation Commission	99
Eastern Trail Progress Report	100
Boards and Commissions	102
For Your Information	103

CITY OF SACO VISION STATEMENT

“Our vision is a high quality of life for Saco citizens.

Central to this vision is a sustainable economy that offers
an opportunity for everyone to have rewarding employment and
for business to prosper, now and in the future.

The people of Saco bring this vision into reality by working together and
building on our tradition of hard work, dedication and ingenuity. “

Saco, Maine

A Brief History...

For centuries in pre-historic times, the dramatic falls of the Saco River near where it now crosses Main Street attracted summer visits from the Native people for seasonal fishing and hunting. By the early 17th century, the safe harbor and abundant natural resources attracted European visitors. In 1617 a company of adventurers led by Richard Vines weathered a winter at the mouth of the river in a place still known as Winter Harbor. After subsequent visits, permanent settlers arrived in 1631. Both sides of the river were considered as one town, known first as Saco, and after 1718 as Biddeford. For the next century the town remained sparsely settled because of the devastation of frequent wars with the Natives and the French.

The fortunes of the small settlement changed in 1716, when William Pepperrell, a young merchant from Kittery, purchased 5000 acres and timber rights to an additional 4500 acres on the east side of the Saco. Pepperrell sold off parts of his holdings to millwright Nathaniel Weare and mariner Humphrey Scamman to help expedite his lumbering operation. The eastern settlement's principal roads, Main Street and the Portland, Buxton, and Ferry Roads, were laid out in 1718.

The village grew steadily throughout the 18th century. In 1752 Sir William Pepperrell, then an English Baronet, donated four acres of land near the falls to the town for use as a village common, a burying ground, and a site for a new meetinghouse. The settlers on the eastern bank separated from Biddeford in 1762 and named the new village Pepperrellborough in honor of the town's benefactor. The town grew rapidly in size and wealth as farming, lumbering, and ship building bloomed and prospered. By the time of the Revolution, the growth of international commerce in the town required the government to establish a customs house near the wharves.

In 1805 the town dropped the weighty and difficult to spell name, Pepperrellborough, in favor of the simpler ancient name, Saco. The 19th century brought modern industrial capital development to Saco. The first corporation, a nail factory, was established in 1811. The factory was such a paying venture that it was followed in 1825 by the first of many cotton milling factories. In the next 25 years, Saco could boast of dozens of industries from cotton mills and machine shops, to iron foundries and cigar factories. With the development of massive cotton mills on the western falls of the river, the sister cities of Biddeford and Saco became leaders of manufacturing in the industrial age.

Letter of Transmittal



Richard R. Michaud
City Administrator

It is a pleasure to work in a community where such a high level of community spirit exists. The year ahead will be another filled with challenges and opportunities for the city. I continue to be impressed with the energy and unique abilities of those involved with Saco's local government. We are committed to finding collaborative solutions that will enable us to continue to provide quality municipal services at a cost that is still among the lowest of any Maine Service Center. We are also always seeking opportunities for improvement. In that regard, please do not hesitate to contact me with your ideas, suggestions, comments or criticism. On behalf of the Mayor and City Council I truly want to express our willingness to be open to your needs and to address any and all areas of concern. My contact information is: rmi-chaud@sacomaine.org or by telephone at 282-4191.

Respectfully submitted,
Richard R. Michaud
City Administrator

It is with great pleasure that I submit the 2007 Annual Report in accordance with the provisions of the Charter of the City of Saco. Chronicled within these pages are the activities of the municipal departments and the Board of Education along with an independent audit of the City's finances.

Highlights of the Year

- The City completed a contract zone approval for Park North of \$118 million for a mixed use development;
- The City purchased approximately 135 acres with open space bond proceeds approved by the voters a few years ago;
- The City completed the Park North Tax Incremental Financing District (TIF) providing the funding mechanism to run approximately \$8 million of sewer up Route One towards Scarborough;
- The Parks & Recreation Department completed 2 ball fields at the old landfill site which was included within the city's landfill reuse plan;
- The City settled a long term lawsuit with the Maine Energy Recovery Company receiving revenues of just under \$1.1 million after paying attorney's fees;
- The City completed its third Performance Measurement Report and received its third National Award for Excellence from the Association of Governmental Accountants (AGA);
- The City installed its first windmill at the Waste Water Treatment Plant;
- The City's Waste Water Treatment Plant was recognized as the most energy efficient treatment plant in the country for a community our size;
- The City survived the extensive damage from the Patriot's Day storm and launched a very successful city-wide effort to restore infrastructure of the community and that of residents;
- The City received the Certificate of Achievement for Excellence in Financial Reporting for the sixth time, awarded by the Governmental Finance Officer's Association for their fiscal year 2006 Comprehensive Annual Financial Statement;
- The City received the Distinguished Budget Presentation Award for the fifth time, awarded by the Governmental Finance Officer's Association for their fiscal year 2007 budget;
- The City began offering citizens the ability to register ATV's, boats and snowmobiles on-line as well as obtain their hunting and fishing licenses.

City Council - 2005—2007



Front Row (left to right) Councilor Ron Morton (Ward 3), Mayor Mark D. Johnston; Richard Michaud (City Administrator), Councilor Art Tardif (Ward 5)

Back Row (left to right) Councilor David Tripp (Ward 1), Councilor Les Smith, Jr. (Ward 2), Councilor Eric Cote (Ward 6), Councilor Jesse McDougal (Ward 7), Councilor Ron Michaud (Ward 4)

Please note: Councilor Jesse McDougal (ward 7) resigned his seat on the Council before his term was up, and Christopher Jacques was appointed to the Council fulfilling McDougal's term for Ward 7 on November 13, 2006



AWARDS & ACHIEVEMENTS

2007

- “Third Annual Performance Measurement Report” completed and received a National Award for Excellence from the Association of Governmental Accountants (AGA);
- 6th Certificate of Achievement for Excellence in Financial Reporting, awarded by the Governmental Finance Officers Association (GFOA) for their fiscal year 2006 Comprehensive Annual Financial Statement;
- 5th Distinguished Budget Presentation Award from Government Finance Officers Association (GFOA);
- City of Saco is designated as a “Preserve America Community”;
- Saco awarded the Ecomaine Energy Conservation Award;
- Environmental Protection Agency (EPA) award to Saco’s Wastewater Treatment Plant for being “most energy efficient”;

Human Resources and Personnel Department

Tammy Lambert
Personnel Administrator
Phone: 710-5003



Mission Statement: The Human Resources Department will attract and retain qualified, productive, motivated and dedicated employees who will provide efficient and effective services to the citizens. The City recognizes that the City's employees are a considerable resource that requires investment to ensure that we have the talents and skills needed to meet the needs of the City.

Scope of Operations:

The Human Resources Director guides and manages the overall provision of Human Resources services, policies and programs for the City that staffs 166 full-time employees, approximately 20 part-time employees and 30 on-call firefighters. The major areas directed are:

- Recruiting and staffing;
- Performance management and improvement systems;
- Employment and compliance to regulatory concerns;
- Employee orientation, development and training;
- Policy development and documentation;
- Employee relations;
- Union negotiations;
- Compensation and benefits administration;
- Employee safety, welfare, wellness and health;
- Employee services and counseling.



Use of Resources:

1 full time employee.

Neighboring towns of similar size and overall budget, Biddeford and Scarborough, employ 1 and 2 in their

Human Resources Departments, respectively.



Human Resources is part of the City Administration Department that utilizes .65%* of the FY07 (.62%* FY06; .48% FY05; .51% FY04) city services budget.

Here are two ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of \$15.92* (FY06=\$15.20*; FY05=\$11.70; FY04=\$11.32)
- For an average home valued at \$230,000, \$19.01* of the \$2,928 property tax bill in FY07 funded city administration (\$18.48* of the \$2,981 property tax bill in FY06; \$11.45 of the \$2,385 property tax bill in FY05)

*this figure now includes employee benefits

The impact of the Human Resources Department's mission and three service delivery goals heavily influence on the city's Human Resources Investment strategic goal.

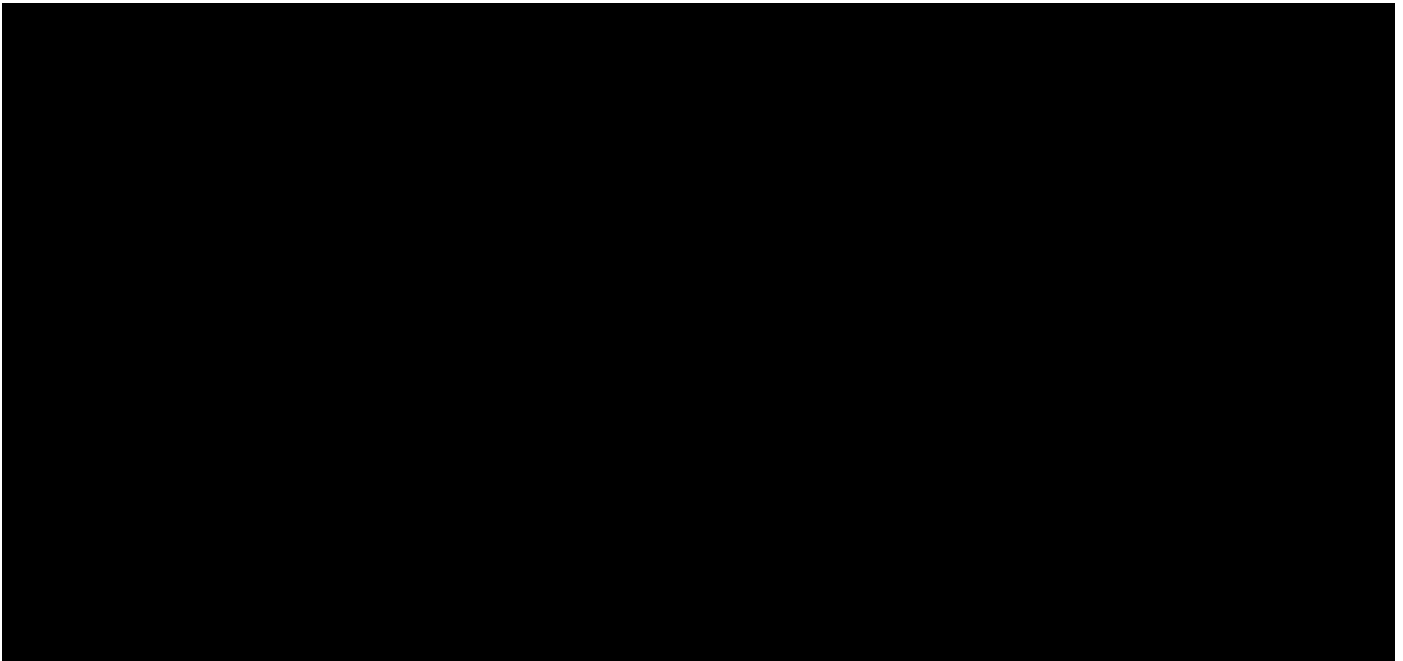
Department Service Delivery Goals and Performance Data:

GOAL 1) The City recognizes that the City's employees are a considerable resource that requires investment to ensure that we have the talents and skills needed to meet the needs of the City. As such, Human Resources must provide continuing support to all employees to enhance their education by providing level or increasing hours of training each year.

The Department focuses on improving skills through training of the existing workforce in order to meet the changing needs of Saco, especially in light of the low rate of response from candidates to job openings with the City.

>>>>Data from audited Finance reports.

PERFORMANCE DATA: To identify and implement new trainings appropriate for those areas of the staff that are underserved: they currently get no or very little ongoing training; and to maintain current levels of training, or increase as opportunities arise, for those areas of the staff that receive ongoing training.



Ammons (p.183) recommends 3% of total personnel costs be dedicated to training, based on various indicators. To achieve 3% in spending, Saco needs to have spent an additional \$173507 for a total expense of \$242087, which is close to four times current spending and is not realistic for a city of this size and limited resources.

Human Resources' goal for training as a percent of personnel costs is 1%. While all mandatory training requirements are being met, there are opportunities for further training, as noted, however, budget approvals and allocation of staff time remain hurdles to getting further training accomplished .

Ammons, D.N. (2001). Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards (2nd ed.). Sage Publications.

GOAL 2) To retain happy and long-term employees, who bring along their knowledge, expertise and skills to help teach other employees, through ongoing communication with employees.

The Department recognizes it costs more to hire and train new employees and so strives to retain long term employees.

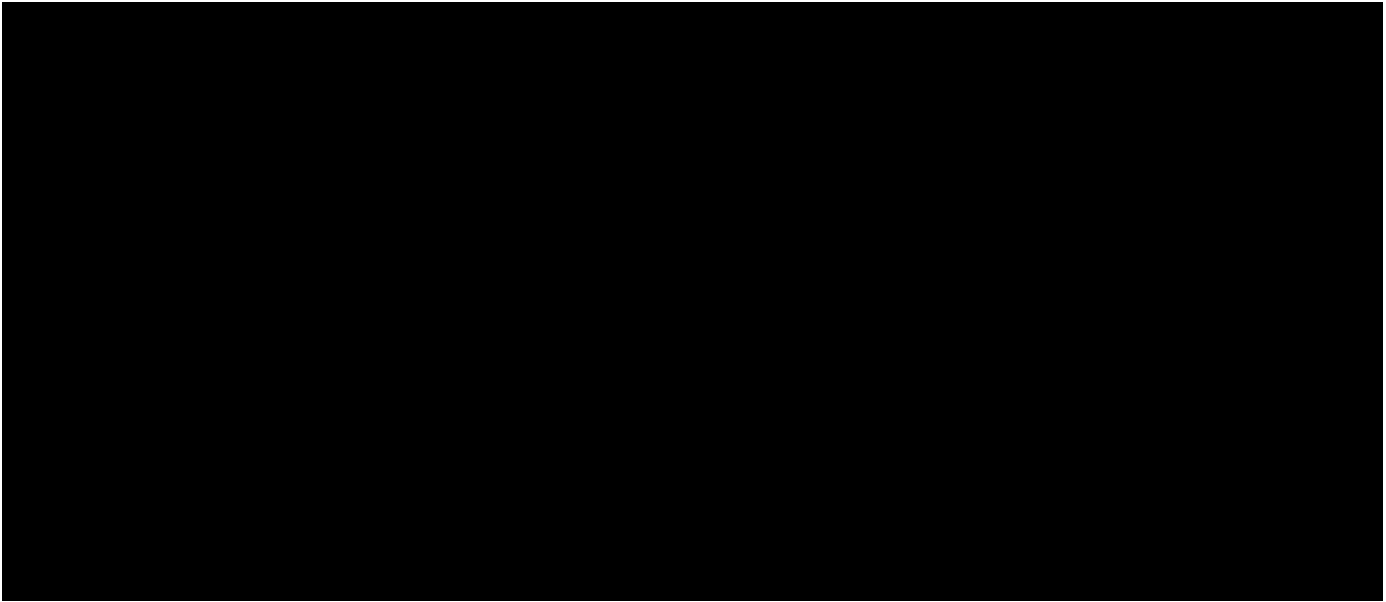


Only 1 retirement impacted turnover rates in FY07, but FY08 projects to have a number of retirees, a trend that will continue as government employees across the country age. The problem of retaining people in Dispatch seems to have improved with increased wages. Overall, considering trends and that the City has only met its 5% goal once, the target is being examined, as well as more aggressive retention measures.

>>>>Data from personnel records.

PERFORMANCE DATA: (B) Annually surveying employees on various issues about their work and work environment.

The employee survey is conducted about every other year to gauge employee satisfaction within their respective departments. Scores from the first year were used as the benchmark for department heads to establish plans to improve employee satisfaction. The survey was then administered again at the end of that same year. For FY07's report, the survey done in December 2007 was used, based on the assumption that employees are looking back to the past year to respond to the questionnaire.



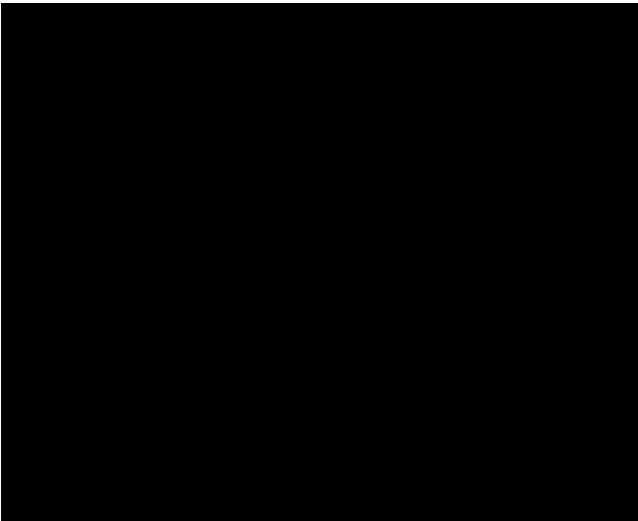
Given the small number of employees in total and by department, one unhappy employee significantly affects the results. For FY07, approx. 80% of the total 166 employees responded to the survey.

>>>>Data from employee surveys administered by Human Resources.

GOAL 3) To provide a safer work environment by providing on-going safety training and frequently updating the Safety Manual in order to reduce the number of reportable workers compensation injuries in each fiscal year.

The Human Resources Department prioritizes training in order to maintain a safe work environment, which in turn controls costs and improves employee morale.

PERFORMANCE DATA: Tracking reportable injuries in each fiscal year as a percent of total city work force and maintain at less than 5%.



The City implements several programs and committees to manage workplace safety and it appears to be effective. HR is considering lowering the goal for FY08 based on history so that an aggressive attitude toward safety is maintained.

Citizen Survey/Input: Citizen ratings of the perceived importance of the Human Resources department's three service delivery goals are being gathered at this time. No ratings on the department were obtained in the citizen opinion survey process as citizens have no way to gauge this area's prior performance.



Assessing Department

Dan Sanborn, Assessor

dsanborn@sacomaine.org

Phone: (207)282-1611

Mission Statement: To assess all property in the city in a fair and equitable manner.

Scope of Operations:

- Responsible for assessing all property in the city in order to determine the value for taxation purposes; FY07 valuation was \$1,995,962,500 at 91%. This included 7815 properties in five classes or types of properties: residential, agricultural, approximately 400 commercial, and about 50 total industrial and “special purpose” properties, such as those owned by utilities

Use of Resources:

3 full time and 2 part time employees.

Neighboring similar towns, Biddeford and Scarborough, employ 4 and 3 people, who are responsible for valuations of approximately \$2,376,132,700 at 100% and \$3,397,230,200 at 90%, respectively.

Assessing utilized .52%* of the FY07 (.50%* FY06; .45% FY05; .42% FY04) city services budget to perform their duties. Here are two other ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of \$12.72* (FY06=\$12.14*; FY05=\$10.57; FY04=\$9.33)
- For an average home valued at \$230,000, \$15.20* of the \$2,928 property tax bill in FY07 funded Assessing's operations (\$14.76* of \$2,981 property tax bill in FY06; \$10.73 of the \$2,385 property tax bill in FY05)

*this figure now includes employee benefits

The impact of property values and the taxes they generate heavily influence on the city's strategic goal of meeting the city's financial needs to provide services.

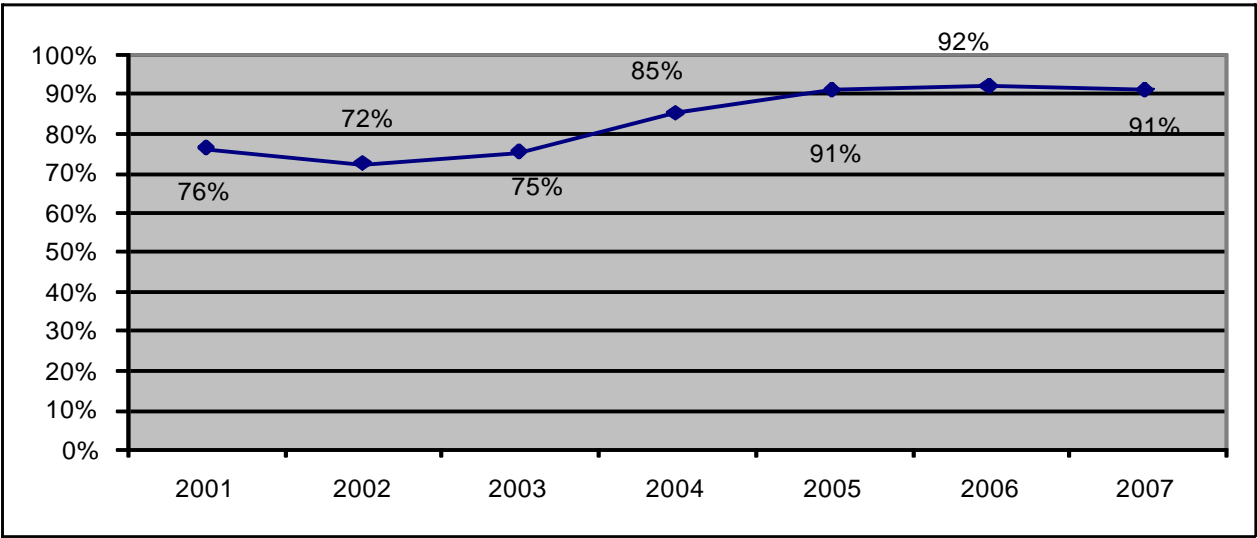
Assessing Continued.....

Department Service Delivery Goal and Performance Data:

GOAL 1) Each assessment cycle will be at 90-100% of current market value with a quality rating of less than 10.

Currently, property values in Saco are assessed at approximately 91% of the current or real market value. A range approaching 100% is allowed by state law (when a municipality drops to below 70%, they must revalue all property in their town), and it reflects both the past inability of assessors’ offices to accurately update values on an annual basis and so has become a defacto method used by municipalities to control property taxes, and it also reflects current limitations of the mass valuation process whereby some leeway is permitted in order to ensure equity.

PERFORMANCE DATA: (A) Current assessment as percent of market value.
>>>>Data from Assessing records, which is then audited by State annually (see next).



PERFORMANCE DATA: (B) State Annual Audit Quality Rating:

A quality rating is issued by the state and is a mathematical calculation of how close a municipality is to 100% of current market value and how much any single given property wavers from the municipality’s stated assessment level for all properties. Any rating under 20 is acceptable by state standards.

<u>State Annual Audit Quality Ratings</u>		
FY 2007	10.0 estimated	>>>>Data from State Assessor's annual rating.
FY 2006	9.6	
FY 2005	10.1	
FY 2004	10.2	
FY 2003	12	
FY 2002	16	
Current - Biddeford	12	
Current - Scarborough	10 or better	

PERFORMANCE DATA: (C) Accurately value properties in each cycle.

Year	Percent Market Rate	Valuation Inquiries Received	Number of Valuation Appeals	Appeals Upheld
2003	75%	550	3	0
2004	85%	144	2	0
2005	91%	57	1	0
2006	92%	4	0	0
2007	91%	10	0	0

>>>>Data from Assessing records.

Initiatives to improve valuation accuracy are proposed and undertaken annually as approved and as budgets allow:

- (1) Incorporate additional approaches to establishing current market value in assessment cycles, in order to establish the most accurate value for each property.

Saco currently employs two standard techniques to devise property values, the cost approach -- that is, what it would cost to replace a property plus the land value is calculated for the valuation; and the comparable sales approach -- that is, considering sales of like properties to determine the value of a given property. The use of the comparable sales approach for condominiums and homes began in the 2005 assessment cycle and aided in achieving the goal of assessing all property at 90-100% of current market value. Lastly, an income based approach can be used for income generating properties, that is, what a property earns is the basis for establishing its value. This approach was delayed from adoption for the 2007 assessment cycle to the 2008 assessment cycle for apartment buildings as a refinement of the strategy.

- (2) Contract with outside appraisers to do complete narrative appraisals for all commercial properties.

The majority of properties in Saco are residential and agricultural, and valuing of these properties is done reliably by in house staff. However, when other types of properties need to be appraised, qualified outsiders can be used in order to ensure these special classes of properties are being accurately valued and so pay their fair share.

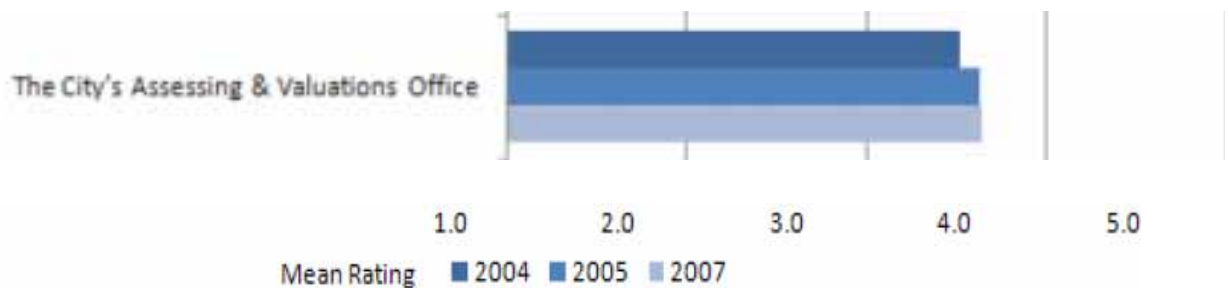
The City had outside professionals perform new valuations on the following properties: in 2005: 2 golf courses and 2 shopping centers (the State provided valuations of utilities); in 2006, the Water Company; in 2007, all of the Industrial Park commercial properties ; and in 2008, all major apartment buildings, as noted above, and all of Route One properties will be professionally valued.

[Citizen Survey/Input](#): Citizen ratings of the perceived importance of Assessing’s service delivery goal are being gathered at this time.

The Assessing Department continues to be seen as one of the less satisfactory areas of the city government, with mean ratings between “neutral” and “somewhat satisfied,” which, relative to other ratings for city services, was not as positive. However, based on the small number of valuation inquiries over time, citizens appear fairly accepting of the core activity of providing accurate property valuations by the Assessing Department. So, it still seems possible that there is a negative association between A, that is reflected in the lower citizen satisfaction ratings for this department in the broader assessing and high property taxes, which continue to be an issue throughout the statesurvey process.

With the real estate market slow-down, this year the department has been able to offer in-house training on their website features, including GIS aerial photos, to real estate related professionals and others, with the goal being improved access to information and to make the website more useful.

Mean Ratings for City Management



		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
The City's Assessing and Valuations Office	2004	4.8%	7.0%	25.3%	32.3%	13.3%	17.5%	3.51
	2005	2.5%	7.5%	25.0%	37.3%	14.5%	13.3%	3.62
	2007	2.8%	6.5%	17.5%	32.8%	13.0%	27.5%	3.64

Finance Department

Lisa R. Parker, CPA – Finance Director

lparker@sacomaine.org

Phone: (207)282-1032



Mission Statement: The City of Saco Finance Department, in its capacity of fiduciary agents for the entire taxpayer base of the community, strives to provide the highest levels of customer service and professionalism through adequate training and prudent procedures in its cash collection, billing, licensing, investing, budgeting and financial planning analysis and processes, and the highest levels of financial reporting and disclosure.

Scope of Operations:

- Processed approximately 80,000 financial transactions and collected approximately \$24.6 million in property tax revenues, as well as over \$3.1 million in excise taxes and franchise fees. Overall, the department administered a budget of approximately \$44 million in total expenses and \$44 million in total revenues for the fiscal year.

Use of Resources:

full time employees (as compared to 8 in FY06).

Nearby similar towns, Biddeford and Scarborough, employ 11.25 and 10 in their Finance Departments, respectively.

Finance utilized 1.10%* of the FY07 (1.11%* FY06, .83% FY05; .94% FY04) city services budget to fund operations. Here are two other ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of \$26.94* (FY06=\$27.15*; FY05=\$20.18; FY04=\$20.87)
- For an average home valued at \$230,000, \$32.18* of the \$2,928 property tax bill in FY07 funded Finance (\$33.01* of the \$2,981 property tax bill in FY06 and \$19.80 of the \$2,385 property tax bill in FY05)

*this figure now includes employee benefits

The impact of the Finance Department's mission and three service delivery goals heavily influence on the city's Meeting Financial Needs strategic goal.

Department Service Delivery Goals and Performance Data:

GOAL 1) For customer service representatives to provide friendly, courteous and professional assistance to citizens coming to City Hall to pay city taxes and fees.

The Department processes a high volume of payments in person and focuses on maintaining high quality service while meeting the demands in financial activity.

PERFORMANCE DATA: At least 85% of the surveyed public note above average service received :

	<u>FY 07</u>	<u>FY 06</u>	<u>FY 05</u>	<u>FY 04</u>
% somewhat or very satisfied	77.50%	N/A	73.30%	75.60%
Mean rating (1-5 scale)	4.22	N/A	4.11	4.02

>>>>Data from outside research firm survey; all data that follows is from audited

Financial reports or industry professionals.

The Department continues to focus on improvements in Customer Service, however staffing changes in FY07 left the area shorthanded for 5 months during its busiest times — spring and summer, which is likely reflected in this year's ratings which are not as strong as expected. On the positive side, the person brought in has excellent skills to bring to the team and has had a very positive influence on the group dynamics.

In the FY07 citizen survey, a question on reasonable wait times was added so that Finance could better understand citizen expectations. The Department is now working on ways to start tracking actual wait times in order to track that aspect of performance in FY08.

GOAL 2) To assure that all city vendors are being paid timely through the city's accounts payable process.

The Finance Department keeps on good terms with service providers by ensuring timely payments.

PERFORMANCE DATA: All vendors are paid within 20 days of invoice date, unless not possible due to improper documentation or discrepancies in documentation.

Payment timing is improved over prior years, likely due to a new program implemented — but lack of proper documentation continues to slow the process and prevent the department from meeting its goal. An ongoing outreach to new vendors is being implemented to improve payment timing in FYo8.

GOAL 3) To provide the highest levels of financial communication to our citizenry through timely and accurate financial and operational reporting and disclosure.

The Department strives to meet and exceed national reporting standards for municipalities.

PERFORMANCE DATA: (A) The Comprehensive Annual Audited Financial Report is completed and posted to the City's website within 6 months following year end and receives the Government Finance Officer's Association (GFOA) Award distinction.

<u>Comprehensive Annual Financial Report</u>		
Fiscal Year Ending	Date submitted	Award Received
June 30, 2007	12/20/2007	Pending results
June 30, 2006	12/11/2006	Yes
June 30, 2005	12/16/2005	Yes
June 30, 2004	11/30/2004	Yes
June 30, 2003	11/24/2003	Yes
June 30, 2002	12/27/2002	Yes
June 30, 2001	12/20/2001	Yes
June 30, 2000	11/20/2000	No

PERFORMANCE DATA: (B) Distinguished Budget Presentation is completed and posted to the city's website within 90 days following the budget approval and receives the GFOA Award distinction.

<u>Distinguished Budget Presentation</u>			
Fiscal Year	Date Council Approved	Date Submitted	Award Received
2008	4/30/2007	7/23/2007	Yes
2007	5/1/2006	7/21/2006	Yes
2006	5/2/2005	7/25/2005	Yes
2005	6/14/2004	8/27/2004	Yes
2004	5/27/2003	8/25/2003	Yes
2003	6/3/2002	8/23/2002	Yes
2002	6/4/2001	8/23/2001	No

PERFORMANCE DATA: (C) Performance Measurement Report on operational efficiencies is completed in December of each year and posted to the city's website within that same month.

<u>Performance Measurement Report</u>			
Fiscal Year	Date submitted and posted to web	AGA's Certificate of Excellence Awarded	
2007	12/28/2007	pending results	submission estimated at time of report prep
2006	12/28/2006	Yes	
2005	1/15/2006	Yes	
2004	1/15/2005	Yes	

GOAL 4) To provide the highest level of financial management of all resources.

Various measures can be considered to assess the city's financial health and its management of its resources, and trends in performance can be monitored to alert the city administration of issues.

PERFORMANCE DATA: (A) To improve or maintain the City's bond rating.

A municipality's bond rating affects the rate at which it can borrow money, which means the better a bond rating the City of Saco has, the less it will pay in interest to borrow. For example, the improved bond rating achieved in 2001 saved citizens approximately \$2.4 million in interest payments over the 20-year term of the 2002 general obligation bond.

Explanation of Bond Ratings:

AAA – Best quality; highest grade; extremely strong capacity to pay principal and interest; payment is secured by a stable revenue source.

AA – High quality; very strong capacity to pay principal and interest; revenue sources are only slightly less secure than for highest grade bonds.

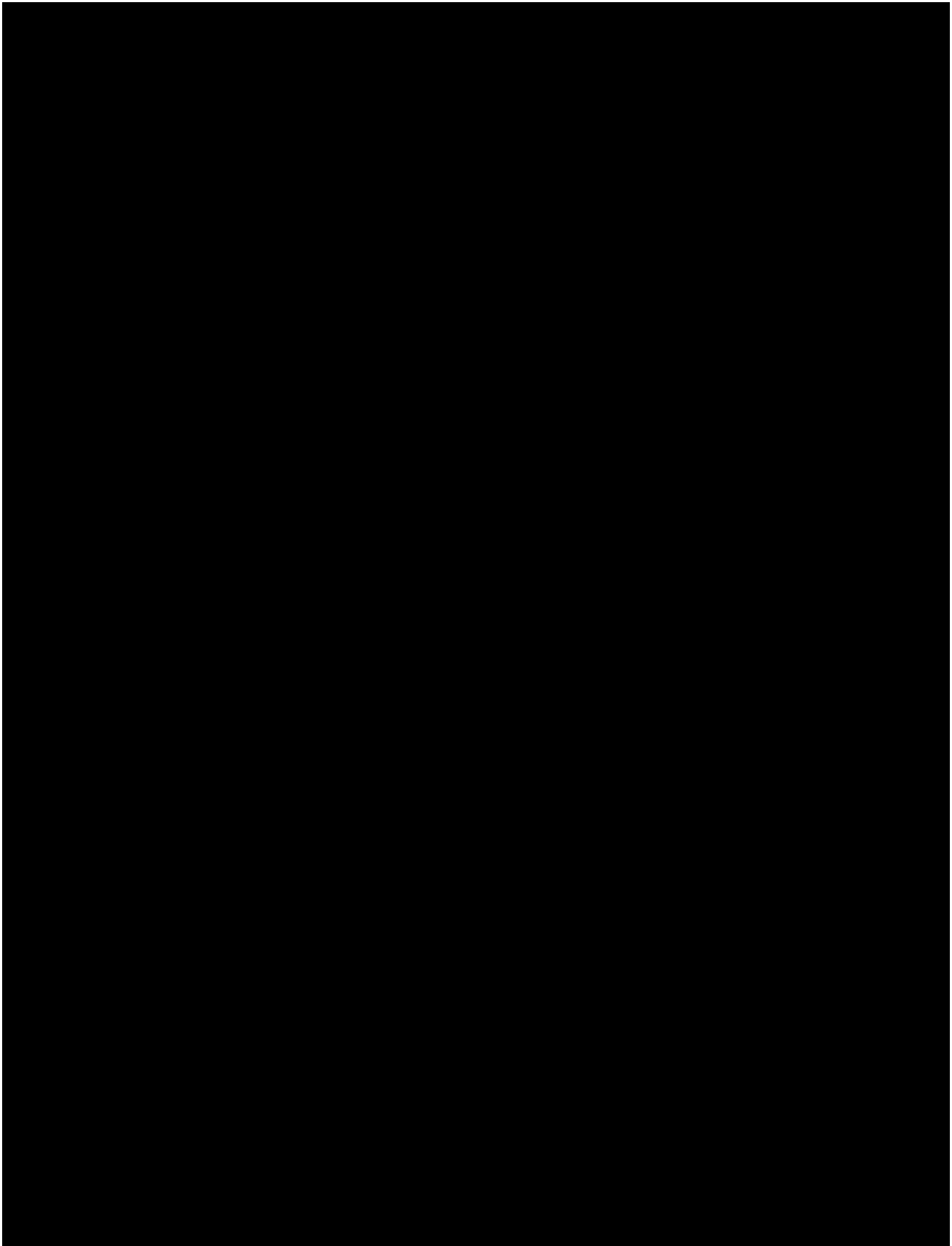
A – Upper medium quality; strong capacity to pay principal and interest but revenue sources are considered to be susceptible to fluctuation in relevant economic conditions.

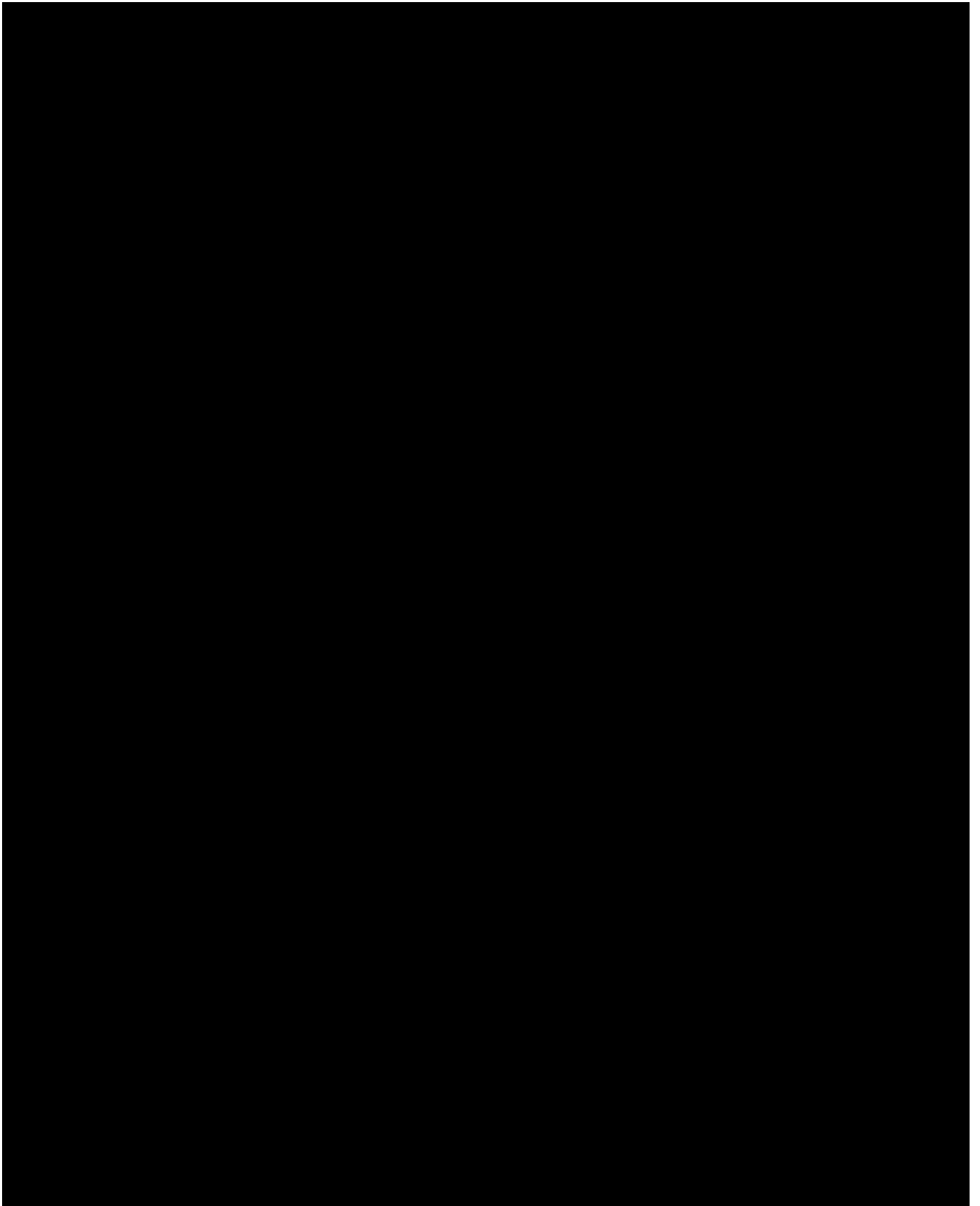
BBB – Medium grade quality; adequate capacity to pay principal and interest, but may become unreliable if adverse economic conditions prevail.

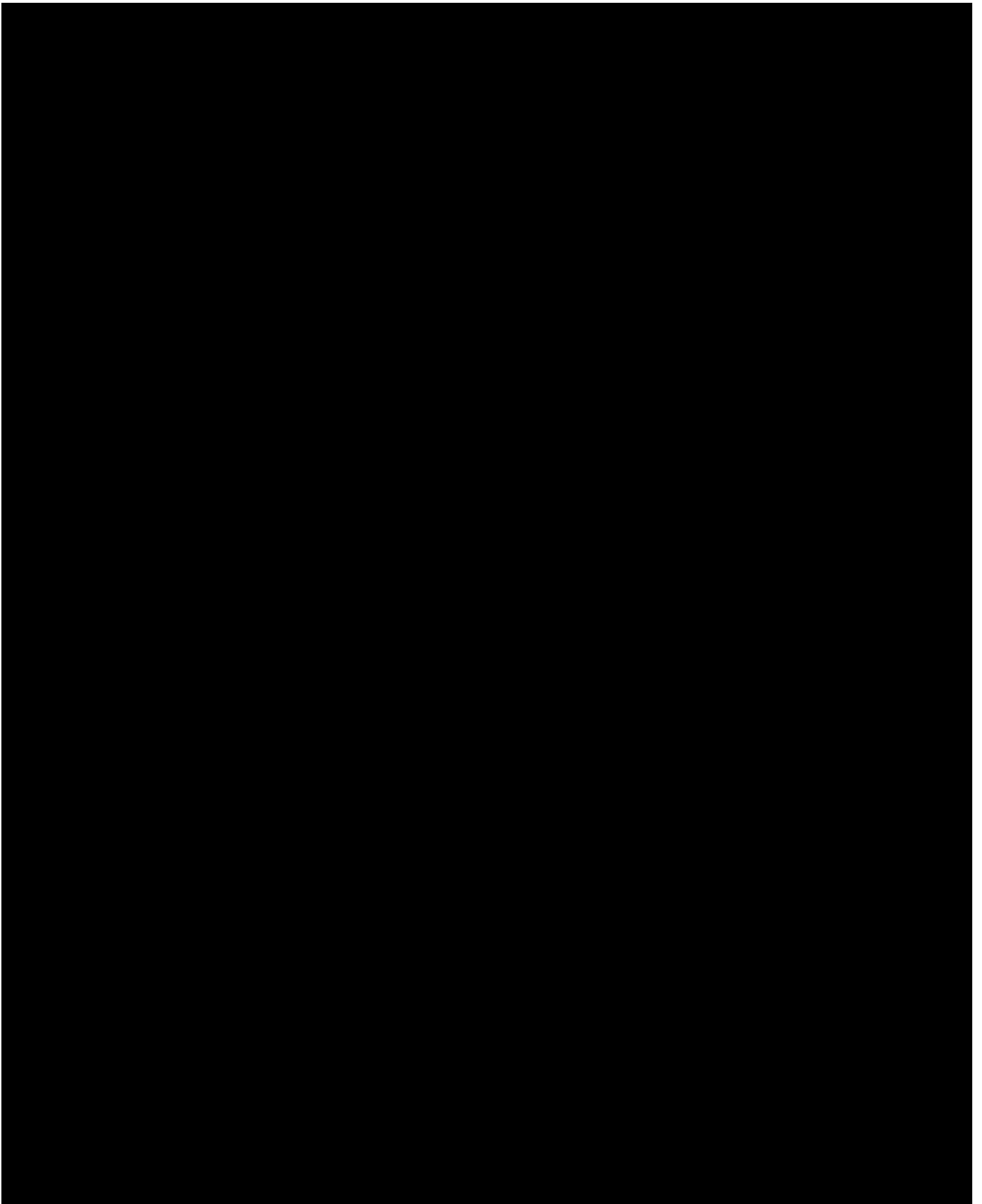
BB and lower – Speculative quality; low capacity to pay principal and interest; represent long-term risk whether relevant economic conditions are favorable or not.

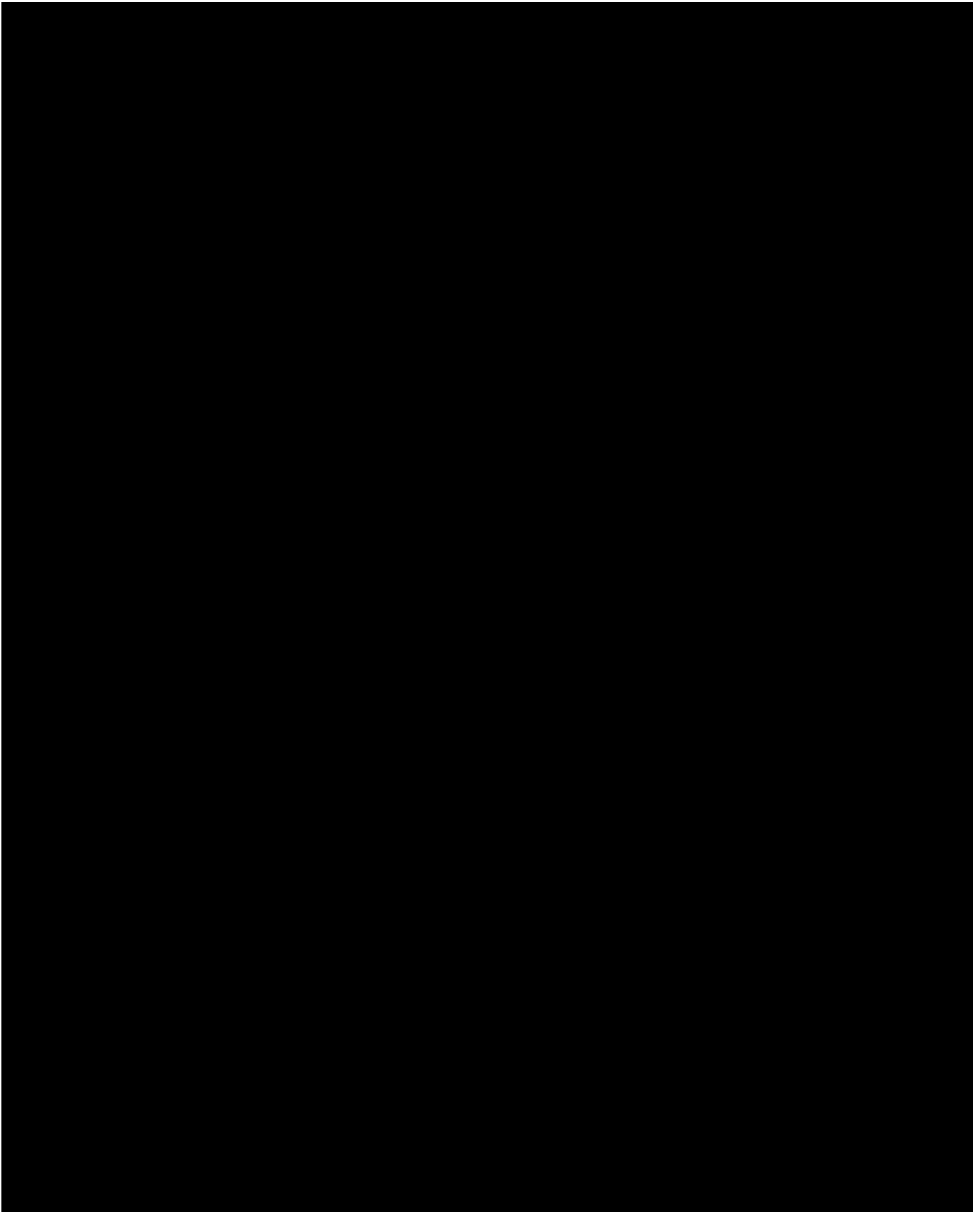
Year	Bond Rating
1938	A
1979	BBB
1982	BBB
1989	BBB+
1993	A-
2001	A+
2004	AA-

PERFORMANCE DATA: (B) Financial Ratios, which compare the relationship between various financial factors with other influential factors (such as population size), provide indicators of the City's overall financial health:









[Citizen Survey/Input](#): Citizen ratings of the perceived importance of Finance’s service delivery goals are being gathered at this time. As part of the overall city administration, Finance rated fairly positively overall in FY07, FY05 and FY04 by citizens surveyed with mean ratings of 3.9, 3.86 and 3.73 on the scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.”

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
The City’s administration, including the Administrator’s Office, Finance Department, and City Clerk’s Office	2004	2.8%	5.8%	24.5%	39.3%	19.3%	8.5%	3.73
	2005	2.3%	4.8%	18.5%	43.3%	22.0%	9.3%	3.86
	2007	2.0%	3.0%	16.5%	39.5%	20.5%	18.5%	3.90
The ease of doing business in person at City Hall	2004	2.8%	6.5%	13.0%	39.3%	36.3%	2.3%	4.02
	2005	1.8%	4.3%	15.8%	33.3%	40.0%	5.0%	4.11
	2007	1.3%	4.3%	11.0%	34.0%	43.5%	6.0%	4.22
The quality of the information you receive regarding the City budget and the use of taxpayer dollars	2004	6.0%	14.0%	27.8%	28.8%	14.0%	9.5%	3.34
	2005	4.5%	10.0%	24.8%	32.0%	18.0%	10.8%	3.55
	2007	3.5%	9.8%	18.3%	32.5%	18.5%	17.5%	3.64

Regardless of the indicators that show the City’s financial health is generally quite positive (as reported in GOAL 4 above), citizens either do not hear this good news or do not equate sound financial management with good news for citizens regarding the budget and use of taxpayer dollars; for example, when asked to rate “the quality of the information you receive regarding the City budget and the use of taxpayer dollars,” the mean rating of 3.64 is similar to those of prior years and not a strongly positive rating.

Citizen lack of awareness of the city’s positive financial situation may continue to reflect the larger communications issue discussed in prior years’ reports: citizens continue to rate city communication efforts (see chart immediately below) between “neutral” and “somewhat satisfied.” This level of response indicated there is room for improvement in the matter of communications with the public, and efforts such as a newsletter or this report, and the citizen friendly version of last year, do not seem to have solved this concern.

	2004	2005	2007
City programs and services	3.48	3.49	3.65
Local issues and public involvement opportunities	3.45	3.46	3.56

Citizens surveyed rated their “feelings about Saco property taxes relative to the city services you receive,” at a mean response of just 2.92 in FY07, which is similar to ratings of 3.02 in FY05 and 2.9 in FY04, and remain one of the lowest ratings for the City overall. So, it also may be that citizens cannot separate concerns over property valuations and their property tax payments from how well city revenues are used and/or how well its resources are being financially managed.

Thus a continuing theme in this report process is to encourage the City overall to both improve its communications efforts, including about the Finance Department’s successes, and also to work on educating citizens about the value they are getting for their money.

**Excerpts from the
Comprehensive Annual Financial
Report For
Fiscal Year Ended
June 30, 2007**



Independent Auditor's Report

City Council
City of Saco, Maine:

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Saco, Maine as of and for the year ended June 30, 2007, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Saco, Maine's management. Our responsibility is to express opinions on these basic financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Saco, Maine, as of June 30, 2007, and respective changes in financial position, and where applicable, cash flows thereof and the budgetary comparison for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The Management's Discussion and Analysis, as listed in the table of contents, is not a required part of the basic financial statements but is supplementary information required by the accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City of Saco, Maine's basic financial statements. The introductory section, combining and individual fund financial statements and schedules, and statistical section listed in the table of contents are presented for purposes of additional analysis and are not a required part of the basic financial statements. The combining and individual fund financial statements and schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole. The introductory and statistical section have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

In accordance with *Government Auditing Standards*, we have also issued a report dated November 20, 2007 on our consideration of the City of Saco, Maine's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

A handwritten signature in black ink, reading "Susan Kersten Ouellette". The signature is written in a cursive, flowing style.

November 20, 2007
South Portland, Maine

Audit for the Year Ending June 30, 2007

Extracted Financial Statements

The following schedules have been extracted from the 2006 financial statements of the *City of Saco, Maine, Comprehensive Annual Financial Report*, for fiscal year ended June 30, 2007, a complete copy of which is available for inspection at City Hall, or online at www.sacomaine.org. The schedules included herein are:

Statement 1 Statement of Net Assets

Statement 2 Statement of Activities

Statement 3 Balance Sheet—Governmental Funds

Statement 4 Statement of Revenues, Expenditures, and Changes in Fund Balances

Statement 5 Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities

Statement 6 General Fund Statement of Revenues, Expenditures, and Changes in Fund Balances - Budget and Actual

Statement 7 Statement of Net Assets - Proprietary Fund

Statement 8 Statement of Revenues, Expenses, and Changes in Fund Net Assets, Proprietary Funds

Statement 9 Statement of Cash Flows, Proprietary Funds

Statement 10 Statement of Fiduciary Net Assets, Fiduciary Funds

Exhibit E-1 Combining Balance Sheet - All Other Governmental Funds

Exhibit E-2 Combining Statement of Revenues, Expenditures and Changes in Fund Balances, All Other Governmental Funds

City of Saco, Maine
Statement of Net Assets
June 30, 2007

Statement 1

	Governmental Activities	Business-type Activities	2007 Total
ASSETS			
Cash and cash equivalents	\$ 4,181,437	\$ 868,957	\$ 5,050,394
Investments	4,431,005	-	4,431,005
Receivables:			
Accounts (net of allowance of \$100,000)	2,834,390	205,554	3,039,944
Taxes - current	530,559	-	530,559
Taxes - prior years	63,676	-	63,676
Tax liens	154,537	-	154,537
Notes (net of allowance of \$7,172)	14,287	-	14,287
Inventories and other	40,224	-	40,224
Internal balance	(397,202)	397,202	-
Prepaid items	577,151	-	577,151
Tax acquired property	58,359	-	58,359
Depreciable capital assets, net	16,197,900	4,257,509	20,455,409
Non-depreciable capital assets	32,701,947	14,918,272	47,620,219
Total assets	\$ 61,388,270	\$ 20,647,494	\$ 82,035,764
LIABILITIES			
Accounts payable and other current liabilities	1,137,472	68,204	1,205,676
Accrued liabilities	1,479,566	105,018	1,584,584
Taxes collected in advance	22,495	-	22,495
Noncurrent liabilities			
Due within one year	2,547,299	345,000	2,892,299
Due in more than one year	15,039,559	1,975,000	17,014,559
Total liabilities	\$ 20,226,391	\$ 2,493,222	\$ 22,719,613
NET ASSETS			
Invested in capital assets, net of related debt	\$ 32,367,887	\$ 16,855,781	\$ 49,223,668
Restricted for:			
Permanent fund principal	181,383	-	181,383
Other purposes	308,738	-	308,738
Unrestricted	8,303,871	1,298,491	9,602,362
Total net assets	\$ 41,161,879	\$ 18,154,272	\$ 59,316,151

See accompanying Notes to Basic Financial Statements.

City of Saco, Maine
Statement of Activities
For the Year Ended June 30, 2007

Statement 2

Functions/Programs	Net (Expense) Revenue and Changes in Net Assets					
	Program Revenues			Primary Government		
	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-type Activities
Primary government:						
Governmental activities:						
General Government	\$ 2,470,601	\$ 800,981	\$ 77,617	\$ 401,500	\$ (1,190,503)	\$ -
Public Safety	5,082,323	510,056	5,934	-	(4,566,333)	-
Public Works	4,588,755	510,405	-	495,544	(3,582,806)	-
Housing Programs	254,352	-	248,818	-	(5,534)	-
Culture and Recreation	825,222	484,167	-	-	(361,055)	-
Education	28,072,031	1,138,301	13,750,022	-	(13,183,708)	-
Undeclared	4,124,321	-	-	-	(4,124,321)	-
Interest on Debt	845,217	-	-	-	(845,217)	-
Capital Maintenance Programs	1,192,173	-	-	64,582	(1,127,591)	-
Total governmental activities	\$ 47,454,995	\$ 3,423,910	\$ 14,082,391	\$ 961,626	\$ (28,987,068)	\$ -
Business-type activities:						
Waste Water Treatment Plant	\$ 23,290,012	\$ 2,052,749	\$ -	\$ -	(276,263)	\$ (276,263)
Total business-type activities	\$ 23,290,012	\$ 2,052,749	\$ -	\$ -	(276,263)	\$ (276,263)
Total primary government	\$ 49,784,007	\$ 5,476,659	\$ 14,082,391	\$ 961,626	\$ (28,987,068)	\$ (29,263,331)
General revenues:						
Property taxes, levied for general purposes				\$ 24,632,416	\$ -	\$ 24,632,416
Motor vehicle excise taxes				2,916,962	-	2,916,962
Franchise tax				234,343	-	234,343
Grants and contributions not restricted to specific programs:						
Homestead Exemption				320,151	-	320,151
Other State aid				56,253	-	56,253
City of Biddeford Tax Base Sharing				92,506	-	92,506
State Revenue Sharing				1,356,308	-	1,356,308
Unrestricted investment earnings				359,620	62,726	422,346
Miscellaneous revenues				153,223	4,302	157,525
Total general revenues				\$ 30,121,782	\$ 67,028	\$ 30,188,810
Change in net assets before extraordinary item				\$ 1,134,714	\$ (209,235)	\$ 925,479
Extraordinary item:						
Legal settlement				1,071,999	-	1,071,999
Total extraordinary items				1,071,999	-	1,071,999
Change in net assets				2,206,703	(209,235)	1,997,468
Net assets - beginning as restated				39,955,176	18,363,507	57,318,683
Net assets - ending				\$ 41,161,879	\$ 18,154,272	\$ 59,316,151

See accompanying Notes to Basic Financial Statements.

City of Saco, Maine
Balance Sheet
Governmental Funds
June 30, 2007

Statement 3

	General Fund	Mill Brook Industrial Park	Saco Island TIF District	Other Governmental Funds	2007 Total Governmental Funds
ASSETS					
Cash and cash equivalents	\$ 3,597,227	\$ -	\$ -	\$ 594,210	\$ 4,181,437
Investments	2,245,818	-	74	2,185,113	4,431,005
Receivables, net of allowance of \$100,000	874,623	800,000	1,602	1,158,165	2,834,390
Interfund receivables	3,662,575	-	-	1,757,715	5,420,290
Loans receivable, net of allowance \$7,142	-	-	-	14,287	14,287
Taxes and liens receivable	748,772	-	-	-	748,772
Tax acquired property	58,359	-	-	-	58,359
Prepaid items	574,292	-	-	2,859	577,151
Inventories and other	-	-	-	40,224	40,224
Total assets	\$ 11,751,666	\$ 800,000	\$ 1,676	\$ 5,752,573	\$ 18,305,915
LIABILITIES AND FUND BALANCES					
Liabilities:					
Accounts payable	\$ 1,028,848	\$ 41,572	\$ 20,310	\$ 46,742	\$ 1,137,472
Accrued liabilities	1,435,221	-	-	44,345	1,479,566
Taxes collected in advance	22,495	-	-	-	22,495
Interfund payables	2,153,769	2,102,922	734,414	826,387	5,817,492
Deferred revenue	489,804	-	-	-	489,804
Total liabilities	\$ 5,130,137	\$ 2,144,494	\$ 754,724	\$ 917,474	\$ 8,946,829
Fund balances (deficit):					
Reserved for:					
Encumbrances	\$ 94,700	\$ -	\$ -	\$ -	\$ 94,700
Prepaid items	574,292	-	-	-	574,292
Nonexpendable trust principal	-	-	-	181,383	181,383
Capital improvements	1,657,932	-	-	-	1,657,932
Inventory	-	-	-	1,913	1,913
Other purposes	-	-	-	308,738	308,738
Unreserved, reported in:					
General Fund- designated	429,634	-	-	-	429,634
General Fund- undesignated	3,864,971	-	-	-	3,864,971
Special revenue funds	-	-	-	2,043,550	2,043,550
Capital project funds	-	(1,344,494)	(753,048)	1,782,703	(314,839)
Permanent funds	-	-	-	516,812	516,812
Total fund balances (deficit)	\$ 6,621,529	\$ (1,344,494)	\$ (753,048)	\$ 4,835,099	\$ 9,359,086
Total liabilities and fund balances (deficit)	\$ 11,751,666	\$ 800,000	\$ 1,676	\$ 5,752,573	
Amounts reported for governmental activities in the statement of net assets (Statement 1) are different because (See Note 4, also):					
Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds.					\$ 48,899,847
More specifically, non-depreciable & depreciable capital assets as reported on Statement 1					
Long-term liabilities, including bonds payable, are not due and payable in the current period and therefore are not reported in the funds (See Note 1).					(17,586,858)
Noncurrent liabilities as reported on Statement 1	(16,631,960)				
Accrued liabilities (compensated absences) as reported on Statement 1	(1,054,896)				
	(17,686,856)				
Deferred revenues- more specifically, deferred property taxes not reported on Statement 1					499,804
Net assets of governmental activities					\$ 41,161,879

See accompanying Notes to Basic Financial statements.

City of Saco, Maine
Statement of Revenues, Expenditures, and Changes in Fund Balances
Governmental Funds
For the Year Ended June 30, 2007

Statement 4

	General Fund	Mill Brook Industrial Park	Saco Island TIF District	Other Governmental Funds	2007 Total Governmental Funds
REVENUES					
Taxes	\$ 27,696,860	\$ -	\$ -	\$ -	\$ 27,696,860
Licenses and permits	721,514	-	-	-	721,514
Intergovernmental	13,357,822	-	-	2,205,974	15,563,796
Intergovernmental on behalf payments	1,706,698	-	-	-	1,706,698
Charges for services	1,061,302	-	-	551,456	1,612,758
Other revenues	472,766	-	2	606,915	1,079,683
Total revenues	\$ 45,016,962	\$ -	\$ 2	\$ 3,364,345	\$ 48,381,309
EXPENDITURES					
Current:					
General government	\$ 2,356,249	\$ -	\$ -	\$ -	\$ 2,356,249
Public safety	4,891,530	-	-	-	4,891,530
Public works	4,208,601	-	-	-	4,208,601
Housing programs	-	-	-	254,352	254,352
Culture and recreation	786,248	-	-	-	786,248
Education	24,585,145	-	-	1,867,041	26,452,186
Maine State Retirement on behalf payments	1,706,698	-	-	-	1,706,698
Unclassified	3,136,887	-	-	91,152	3,228,039
Intergovernmental:					
County tax	896,282	-	-	-	896,282
Debt service:					
Principal	1,399,545	-	-	-	1,399,545
Interest and other charges	885,354	-	-	-	885,354
Capital improvements	1,913,238	201,453	41,801	1,386,758	3,543,250
Total expenditures	\$ 46,765,777	\$ 201,453	\$ 41,801	\$ 3,599,303	\$ 50,608,334
Excess (deficiency) of revenues over (under) expenditures	\$ (1,748,815)	\$ (201,453)	\$ (41,799)	\$ (234,958)	\$ (2,227,025)
OTHER FINANCING SOURCES (USES)					
Capital lease issuance of debt	945,796	-	-	-	945,796
Transfers in	526,000	-	398,076	185,454	1,109,530
Transfers out	(591,530)	-	(25,000)	(493,000)	(1,109,530)
Total other financing sources (uses)	\$ 880,266	\$ -	\$ 373,076	\$ (307,546)	\$ 945,796
Net change in fund balances before extraordinary item	\$ (868,549)	\$ (201,453)	\$ 331,277	\$ (542,504)	\$ (1,281,229)
EXTRAORDINARY ITEM					
Legal settlement	\$ 1,071,989	\$ -	\$ -	\$ -	\$ 1,071,989
Total extraordinary items	\$ 1,071,989	\$ -	\$ -	\$ -	\$ 1,071,989
Net change in fund balances	\$ 203,440	\$ (201,453)	\$ 331,277	\$ (542,504)	\$ (209,240)
Fund balances (deficits)-beginning	6,418,089	(1,143,041)	(1,084,325)	5,377,603	9,568,326
Fund balances (deficits)-ending	\$ 6,621,529	\$ (1,344,494)	\$ (753,048)	\$ 4,835,099	\$ 9,359,086

See accompanying Notes to Basic Financial Statements.

City of Saco, Maine
Reconciliation of the Statement of Revenues, Expenditures,
and Changes in Fund Balances of Governmental Funds
to the Statement of Activities
For the year ended June 30, 2007

Statement 5

Net change in fund balances- total governmental funds (from Statement 4)	\$ (209,240)
--	--------------

Amounts reported for governmental activities in the statement of activities (Statement 2) are different because (see Note 1, also):

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives as depreciation expense, with the exception of infrastructure which is recorded at historical cost and not depreciated as the Modified Approach is being used. More specifically, this is the amount by which capital outlays and loss on disposal exceeded depreciation in the current period.	1,086,585
Statement 4 Capital Outlays -	\$ 3,543,250
Statement 2 Capital Outlays -	\$ 1,192,173
Variance -	\$ 2,351,077
Less: Net Depreciation/Loss on disposal -	\$ 1,264,492
To reconciliation -	\$ 1,086,585

Revenues in the statement of activities that do not provide current financial resources are not reported as revenues in the funds. More specifically, this amount represents the change in deferred property taxes and the streets accepted by the city as roads that were constructed by outside contractors.	208,399
--	---------

Bond proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of net assets. Repayment of bond principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net assets. More specifically, this represents the net amount of principal increases (decreases) in debt service made during the year.	1,240,734
New debt incurred - (\$945,796)	
Retired debt - \$2,186,530	
Net debt service - 1,240,734	

Long term liabilities are not due and payable in the current period and therefore are not reported in the funds. More specifically, this represents the change in long term accrued compensated absences.	(119,775)
---	-----------

Change in net assets of governmental activities (see Statement 2)	\$ 2,206,703
---	--------------

See accompanying Notes to Basic Financial Statements.

City of Saco, Maine
General Fund
Statement of Revenues, Expenditures, and Changes in Fund Balances - Budget and Actual
For the year ended June 30, 2007

Statement 6

	Budgeted Amounts		Actual Amounts	Variance with Final Budget-
	Original	Final		Positive (negative)
REVENUES				
Taxes	\$ 27,365,821	\$ 27,365,821	\$ 27,696,860	\$ 331,039
Licenses and permits	702,628	702,628	721,514	18,886
Intergovernmental	13,643,371	13,643,371	13,357,822	(285,549)
Charges for services	905,308	905,308	1,061,302	155,994
Interest earnings	100,000	100,000	229,841	129,841
Other revenues	267,450	267,450	242,925	(24,525)
Total revenues	\$ 42,984,578	\$ 42,984,578	\$ 43,310,264	\$ 325,686
EXPENDITURES				
Current:				
General government	\$ 2,410,517	\$ 2,410,517	\$ 2,356,249	\$ 54,268
Public safety	4,931,585	4,931,585	4,891,530	40,055
Public works	4,080,635	4,080,635	4,208,601	(127,966)
Culture and recreation	715,130	715,130	786,248	(71,118)
Education	24,556,027	24,556,027	24,292,685	263,342
County tax	896,282	896,282	896,282	-
Unclassified	3,449,580	3,449,580	3,136,887	312,693
Debt service:	2,286,267	2,286,267	2,284,899	1,368
Capital improvements:	1,929,967	6,743,694	1,200,204	5,543,490
Total expenditures	\$ 45,255,990	\$ 50,069,717	\$ 44,053,585	\$ 6,016,132
Excess (deficiency) of revenues over (under) expenditures	\$ (2,271,412)	\$ (7,085,139)	\$ (743,321)	\$ 6,341,818
OTHER FINANCING SOURCES (USES)				
Transfers in	526,000	526,000	526,000	-
Transfers out	(572,841)	(572,841)	(591,530)	(18,689)
Total other financing sources and uses	\$ (46,841)	\$ (46,841)	\$ (65,530)	\$ (18,689)
Net change in fund balances before extraordinary item	\$ (2,318,253)	\$ (7,131,980)	\$ (808,851)	\$ 6,323,129
EXTRAORDINARY ITEM				
Legal settlement	\$ -	\$ -	\$ 1,071,989	1,071,989
Total extraordinary item	\$ -	\$ -	\$ 1,071,989	\$ 1,071,989
Net change in fund balance	\$ (2,318,253)	\$ (7,131,980)	\$ 263,138	\$ 7,395,118
Fund balance - beginning	6,418,089	6,418,089	6,418,089	-
Fund balance - ending	\$ 4,099,836	\$ (713,891)	\$ 6,681,227	\$ 7,395,118
Net change in fund balance for the general fund in the Statement of Revenues, Expenditures, and Changes in Fund Balances (Statement 4) is different because:				
Statement 4 is reported under the Modified Accrual basis of accounting and therefore includes the change in accrual for the Teachers summer salaries amount of			(59,698)	
Ending Fund Balance (Statement 4)			\$ 6,621,529	

See accompanying Notes to Basic Financial Statements.

City of Saco, Maine
Statement of Net Assets
Proprietary Fund
June 30, 2007

Statement 7

	Business-type activities Enterprise Funds Waste Water Treatment Plant
ASSETS	
Current assets:	
Cash and cash equivalents	\$ 868,957
Receivables	205,554
Interfund receivables	397,202
Total current assets	\$ 1,471,713
Noncurrent assets:	
Depreciable capital assets	
Vehicles	\$ 120,687
Buildings	14,775,600
Equipment	2,748,281
Less accumulated depreciation	(13,387,059)
Non-depreciable capital assets	14,918,272
Total noncurrent assets	\$ 19,175,781
Total assets	\$ 20,647,494
LIABILITIES	
Current liabilities:	
Accounts payable	\$ 68,204
Accrued liabilities	105,018
Total current liabilities	\$ 173,222
Noncurrent liabilities:	
Bonds payable due within one year	\$ 345,000
Bonds payable due in more than one year	1,975,000
Total noncurrent liabilities	\$ 2,320,000
Total liabilities	\$ 2,493,222
NET ASSETS	
Invested in capital assets, net of related debt	\$ 16,855,781
Unrestricted	1,298,491
Total net assets	\$ 18,154,272

See accompanying Notes to Basic Financial Statements.

City of Saco, Maine
Statement of Revenues, Expenses, and Changes in Net Assets
Proprietary Funds
For the year ended June 30, 2007

Statement 8

	Business-type activities Enterprise Funds Waste Water Treatment Plant
Operating revenues:	
Charges for services	\$ 2,052,749
Miscellaneous revenues	4,302
Total operating revenues	\$ 2,057,051
Operating expenses:	
Personnel services	\$ 707,643
Contractual services	172,207
Utilities	187,865
Repairs and maintenance	385,374
Other supplies and expenses	267,248
Depreciation	512,844
Total operating expenses	\$ 2,233,181
Operating income (loss)	\$ (176,130)
Nonoperating revenues (expenses):	
Interest revenues	\$ 62,726
Interest expense	\$ (95,831)
Total nonoperating revenues (expenses)	\$ (33,105)
Change in net assets	\$ (209,235)
Total net assets - beginning, as restated	\$ 18,363,507
Total net assets - ending	\$ 18,154,272

See accompanying Notes to Basic Financial Statements.

City of Saco, Maine
Statement of Cash Flows
Proprietary Funds
For the year ended June 30, 2007

Statement 9

	Business-type activities Enterprise Funds Waste Water Treatment Plant
CASH FLOWS FROM OPERATING ACTIVITIES	
Receipts from customers	\$ 2,508,693
Other receipts (payments)	4,302
Payments to suppliers	(1,166,442)
Payments to employees	(688,772)
Internal activity- payments to other funds	(55,001)
Net cash provided by operating activities	\$ 602,780
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES	
Capital asset purchases	\$ (994,608)
Principal paid on debt	\$ (345,000)
Interest paid on debt	\$ (95,831)
Net cash (used) in capital and related financing activities	\$ (1,435,439)
CASH FLOWS FROM INVESTING ACTIVITIES	
Interest on investments	\$ 62,726
Net cash provided by investing activities	\$ 62,726
Net decrease in cash and cash equivalents	\$ (769,933)
Balances- beginning of the year	1,638,890
Balances- end of the year	\$ 868,957
Reconciliation of operating loss to net cash provided (used) by operating activities:	
Operating loss	\$ (176,130)
Adjustments to reconcile operating loss to net cash provided (used) in operating activities:	
Depreciation expense	512,844
Change in net assets and liabilities:	
Receivables	455,934
Interfund receivables	(55,001)
Accounts payables	(153,738)
Accrued liabilities	18,871
Net cash provided by operating activities	\$ 602,780

See accompanying Notes to Basic Financial Statements.

City of Saco, Maine
Statement of Fiduciary Net Assets
Fiduciary Funds
June 30, 2007

Statement 10

	Agency Fund School Activity Funds
ASSETS	
Cash and cash equivalents	\$ 125,194
Total assets	\$ 125,194
LIABILITIES	
Due to student groups	\$ 125,194
Total liabilities	\$ 125,194

See accompanying Notes to Basic Financial Statements.

CITY OF SACO, MAINE
BALANCE SHEET - NON-MAJOR PERMANENT FUNDS
JUNE 30, 2007

	City of Saco Permanent Funds
ASSETS:	
Cash and Cash Equivalents	\$ 20,832
Investments	676,663
Accounts Receivable	700
TOTAL ASSETS	\$ 698,195
LIABILITIES AND FUND BALANCES:	
Fund Balance:	
Principal	\$ 181,383
Unexpended Income	516,812
Total fund balances	698,195
TOTAL LIABILITIES AND FUND BALANCES	\$ 698,195

CITY OF SACO, MAINE
 STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
 NON-MAJOR PERMANENT FUNDS
 FOR THE YEAR ENDED JUNE 30, 2007

	City of Saco Permanent Funds
REVENUES:	
Interest and dividends	\$ 25,632
Net increase in fair value of investments	78,156
Total revenues	<u>103,788</u>
EXPENDITURES:	
Administrative expenditures	400
Total expenditures	<u>400</u>
EXCESS OF REVENUES OVER EXPENDITURES	103,388
FUND BALANCE - BEGINNING OF YEAR	<u>594,807</u>
FUND BALANCE - END OF YEAR	<u><u>\$ 698,195</u></u>

Outstanding Property Taxes 2002-2007 (as of June 24, 2008)

2002-2005

NAME	MAP & LOT	AMOUNT DUE
ROETS SYLVESTER J & MARY L	'054112000000__	\$245.66
PETERSON KEVIN R	'061013001178__	\$63.67

2006-2007

NAME	MAP & LOT	AMOUNT DUE
Richard Chamberlain	061013001219	\$3.53
Steven J. Garitta	098024000000	\$4.90
Robert Pagliarulo	051044001002	\$5.04
Robert Pagliarulo	051044001003	\$5.21
Robert Pagliarulo	051044001004	\$5.33
Robert Pagliarulo	051044001006	\$5.16
Robert Pagliarulo	051044002000	\$6.35
Richard Patoine	046003003000	\$7.68
Shalom House, Inc.	031065000000	\$455.30
Shalom House, Inc.	039170000000	\$632.36
BARTLETT STEVEN	'101081000000__	\$397.33
CHU THANH VAN	'123026000000__	\$288.44
COLMAN AUSTIN H	'116002000000__	\$416.22
DONAHUE TRAVIS	'064009001017__	\$77.83
DUTCH TIMOTHY	'061013001198__	\$619.91
FEENEY DANIELLE W	'061013001048__	\$143.71
FERLAND LINDA	'033123000000__	\$1,249.69
HALEY JOHN C SR	'107016000000__	\$853.32
MACMASTER DONALD H	'023013000000__	\$111.79
MANSUR ROBERT C	'038182000000__	\$2,204.73
ODENCRANTZ ROBERT	'061013001052__	\$152.32
PETERSON KEVIN R	'061013001178__	\$349.66
ROBEY JEANNE M	'026086000000__	\$1,932.11
WALLACE MICHAEL	'061013001063__	\$7.55
WATERHOUSE MARY A HEIRS	'043018000000__	\$182.85
WHITE ELIZABETH	'061013001133__	\$523.32

2006-2007

NAME	MAP & LOT	AMOUNT DUE
ANDERSON CLAYTON J	'101006000000__	\$480.06
ARMSTRONG BONITA S	'054115000000__	\$1,858.75
BEAM LAWRENCE	'013036020000__	\$3,523.68
BEAM LAWRENCE S	'083006001000__	\$1,766.68
BEEDLE RICHARD W	'061013001112__	\$600.11
BELLEROSE DESIREE	'061013001227__	\$73.90
BERGERON KATHY	'034093001000__	\$1,146.23
BLAIS KIMBERLY ANN	'061013001137__	\$115.03
BLOW ROBERT W	'061013001243__	\$144.44
BOSTON & MAINE RAILROAD	'031202000000__	\$10.13
BOUDREAU RICHARD	'061013001070__	\$204.08
BOVE FRANCES M	'123002000000__	\$5.45
BROOKS GORDON JR	'109003000000__	\$1,553.60
BROOKS TRAVIS A	'109024000000__	\$1,625.09
BUDA DANIEL R	'101001001000__	\$6,835.53
CHELATE ADAM G	'052114000000__	\$1,275.46
CHU THANH VAN	'123026000000__	\$1,488.33
CLARK MELISSA	'061013001117__	\$207.39
CLOHOSEY CHRISTINE M	'061013001219__	\$591.41
COLMAN AUSTIN H	'116002000000__	\$1,759.68
COOPER HENRY T	'068050007000__	\$4,094.83
COTE RAYMOND L	'038178000000__	\$1,733.75
CROWLEY MICHAEL S	'110019000000__	\$1,387.67
DAVIES IVAN J	'061013001186__	\$633.28
DESIGNER'S CORNER	'038294000000__	\$2,159.89
DONAHUE TRAVIS	'064009001017__	\$444.19
DUNNE LAWRENCE S	'101081000000__	\$1,749.95
DUTCH TIMOTHY	'061013001198__	\$1,110.15
FEENEY DANIELLE W	'061013001048__	\$441.92
FERLAND LINDA	'033123000000__	\$2,378.56
FRANKEL GOLDA	'101038000000__	\$1,427.78
FRINSKO MADELINE	'061013001046__	\$513.94
GANNON ANNE R	'083006003000__	\$291.10
GIKAS STEVE T	'061013001150__	\$703.48
GROSS PHILIP H JR	'053062000000__	\$2,222.33
GROVER JOHN	'036005010000__	\$127.26
HALEY JOHN C SR	'107016000000__	\$1,939.79
HEDEGARD DENNIS D	'054069000000__	\$2,499.45
HOOPER JEFFREY	'087018004000__	\$473.19
HULT JASON M	'061013001214__	\$640.75

2007 cont.

NAME	MAP & LOT	AMOUNT DUE
JAMES KEVIN B	'061013001102__	\$414.16
JLTS VIII LLC	'071001000000__	\$9,662.35
JVW HOTELS LLC	'070002000000__	\$86,302.51
KEENAN-SNOW LESLIE	'101011000000__	\$1,687.92
LARKIN GUY H (HEIRS OF)	'101095000000__	\$1,696.89
LES CHENEUX LLC	'033007000000__	\$209.03
MACMASTER DONALD H	'023013000000__	\$2,149.23
MANSUR ROBERT C TRUSTEES	'038182000000__	\$3,389.09
MCMANUS STEVEN A	'032191000000__	\$3,531.84
MEREDITH DENISE	'061013001001__	\$431.46
MILLER DONALD M	'026061000000__	\$2,844.20
NORTHROP ROBERT S	'013038014000__	\$4,377.95
O'NEIL CATHERINE	'064009001002__	\$388.14
ODENCRANTZ ROBERT	'061013001052__	\$366.45
PALUMBO JOSEPH M	'091002004000__	\$769.03
PATINO DINA	'101037007000__	\$1,628.60
PECK JAMES D	'031153000000__	\$2,058.92
PECORARO EUGENE C	'061013001091__	\$255.12
PETERSON KEVIN R	'061013001178__	\$347.76
PHELPS PATRICIA	'052050003002__	\$1,079.42
PHILLIPS ROBERT J	'061013001043__	\$734.92
PIERSON SCOTT H	'066020001000__	\$99.48
POMBRIANT MARK J	'109005003000__	\$1,116.10
RIDLEY THOMAS J	'023014000000__	\$2,472.74
ROBEY JEANNE M	'026086000000__	\$2,908.48
ROUSSELE PAUL	'061013001200__	\$318.61
SCOTT RICHARD G	'061013001251__	\$702.80
SPARKS JOHN	'061013001217__	\$471.95
STEPHENS CRAIG M	'053053001000__	\$722.43
THIBAUT NORMAN G	'098060000000__	\$1,527.97
TURNAGE CHARLES L	'067009001000__	\$4,503.52
TWEEDIE ROGER EUGENE	'125020000000__	\$2,062.37
WALLACE MARGARET L	'061013001223__	\$123.05
WALLACE MICHAEL	'061013001063__	\$184.80
WANDELL GEORGE W JR	'041007000000__	\$5,064.86
WATERHOUSE MARY A HEIRS	'043018000000__	\$212.46
WHITE ELIZABETH	'061013001133__	\$737.17
WILDES THOMAS J	'064009001016__	\$483.64
WILLETTE JOHN R	'061013001233__	\$57.60

TOTAL OUTSTANDING REAL PROPERTY TAXES 2002-2007—As of
June 24, 2008— **\$210, 153.42**

Outstanding Personal Property Taxes as of June 24, 2008.

1996—2003

YEAR	NAME	AMOUNT DUE
1996	SACO SHOE HOSPITAL	\$46.24
1997	SACO SHOE HOSPITAL	\$518.22
1998	SACO SHOE HOSPITAL	\$508.77
1999	E.W.S. OF MAINE	\$10,807.38
1999	RENAISSANCE A SALON	\$197.60
1999	SACO SHOE HOSPITAL	\$531.28
2000	E.W.S. OF MAINE	\$10,095.20
2000	RENAISSANCE A SALON	\$389.16
2000	SACO SHOE HOSPITAL	\$513.83
2001	E.W.S. OF MAINE	\$16,059.55
2001	RENAISSANCE A SALON	\$410.22
2001	SACO SHOE HOSPITAL	\$543.17
2002	AMES MERCHANDISING CORP	\$22,746.65
2002	E.W.S. OF MAINE	\$10,855.40
2002	RENAISSANCE A SALON	\$438.03
2002	SACO SHOE HOSPITAL	\$580.20
2003	AMES MERCHANDISING CORP	\$8,809.35
2003	COASTAL CONSTRUCTION &	\$968.63
2003	E.W.S. OF MAINE	\$943.09
2003	JEB CONSTRUCTION SERVICES	\$185.25
2003	RENAISSANCE A SALON	\$101.05
2003	SACO SHOE HOSPITAL	\$532.17

2004 Personal Property Tax

YEAR	NAME	AMOUNT DUE
2004	COASTAL CONSTRUCTION &	\$2,049.79
2004	E.W.S. OF MAINE	\$737.15
2004	JEB CONSTRUCTION SERVICES	\$163.22
2004	RENAISSANCE A SALON	\$81.61
2004	SACO SHOE HOSPITAL	\$437.02
2004	SHENANIGAN'S IRISH CAFE	\$118.45

Cont.....Outstanding Personal Property Taxes as of June 24, 2008.

2005-2007

YEAR	NAME	AMOUNT DUE
2005	SHENANIGAN'S IRISH CAFE	\$148.60
2006	COASTAL CONSTRUCTION &	\$1,316.56
2006	DETAILZ AUTO DETAILING	\$34.08
2006	NEW ENGLAND SHRIMP CO	\$453.83
2006	QUICKPRINT COLOR CENTER THE	\$328.92
2006	SACO SHOE HOSPITAL	\$281.89
2007	ARTIC FLAMINGO	\$23.22
2007	BOOTH JAMES W LANDSCAPING	\$167.91
2007	CINGULAR WIRELESS LLC	\$118.87
2007	CINGULAR WIRELESS LLC	\$118.87
2007	CLAY PLACE (THE)	\$72.92
2007	COASTAL CONSTRUCTION &	\$1,325.44
2007	CURRAN'S FOODS INC	\$3,199.74
2007	DETAILZ AUTO DETAILING	\$34.18
2007	G.M. - D.I. LEASING CORP.	\$65.46
2007	GE COMMERCIAL EQUIPMENT HOLDING LLC	\$38.46
2007	GREENLIEF TERRY	\$621.11
2007	HERTZ EQUIPMENT RENTAL	\$1.15
2007	MARKETING EXPANSIONS	\$43.33
2007	QUICKPRINT COLOR CENTER THE	\$973.29
2007	RATIGANS	\$275.69
2007	RIVER SPORTS & DANCE CLUB	\$251.12
2007	SACO SHOE HOSPITAL	\$158.99
2007	TRAVEL WISE NETWORK, INC	\$181.64

TOTAL PERSONAL PROPERTY TAXES OUTSTANDING FROM

1996—2007 as of June 24, 2008. **\$102,676.50**

Public Works Department

Mission Statement: We will serve our citizens by providing and maintaining a safe, clean and functional community.

Michael Bolduc, Director of Public Works

mbolduc@sacomaine.org

(207)284-6641



Scope of Operations:

- Maintained 118 center line road miles (both plowing and road maintenance as needed).
- Maintained 46 miles of sidewalks (repairs, new construction and reconstruction as needed).
- Maintained 124 traffic signals, 2660 sign posts, 3566 signs and 135 guardrails (in cooperation with the Maine Department of Transportation).
- Maintained 64 miles of sewer televised and 41 miles of storm drains.
- Maintained a fleet of 134 City-wide vehicles (not including small equipment, such as pumps).
- Oversaw the collection of approximately 5125 tons of garbage and the recycling of approximately 1690 tons of solid waste by outside contractors.

Use of Resources:

37 full time employees.

Neighboring similar towns, Biddeford and Scarborough, employ 49 and 32 in their Public Works Departments.

Public Works utilized 11.34%* of the FY07 (10.22%* FY06; 9.34% FY05; 9.02% FY04) city services budget. Here are two other ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of \$278.00* (FY06=\$250.40*; FY 05=\$225.96; FY04=\$199.62)
- For an average home valued at \$230,000, \$332.07* of the \$2,928 property tax bill in FY07 (\$304.50* of the \$2,981 property tax bill in FY06; \$222.76 of the \$2,385 property tax bill in FY05) funded Public Works

*this figure now includes employee benefits

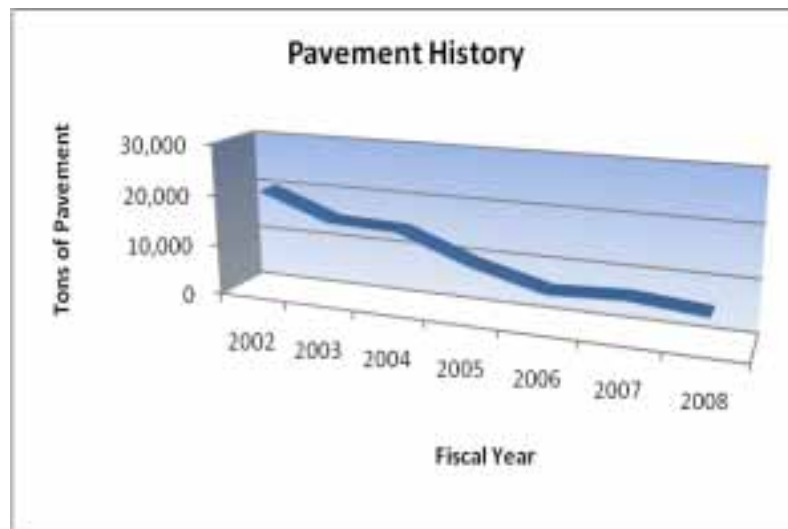
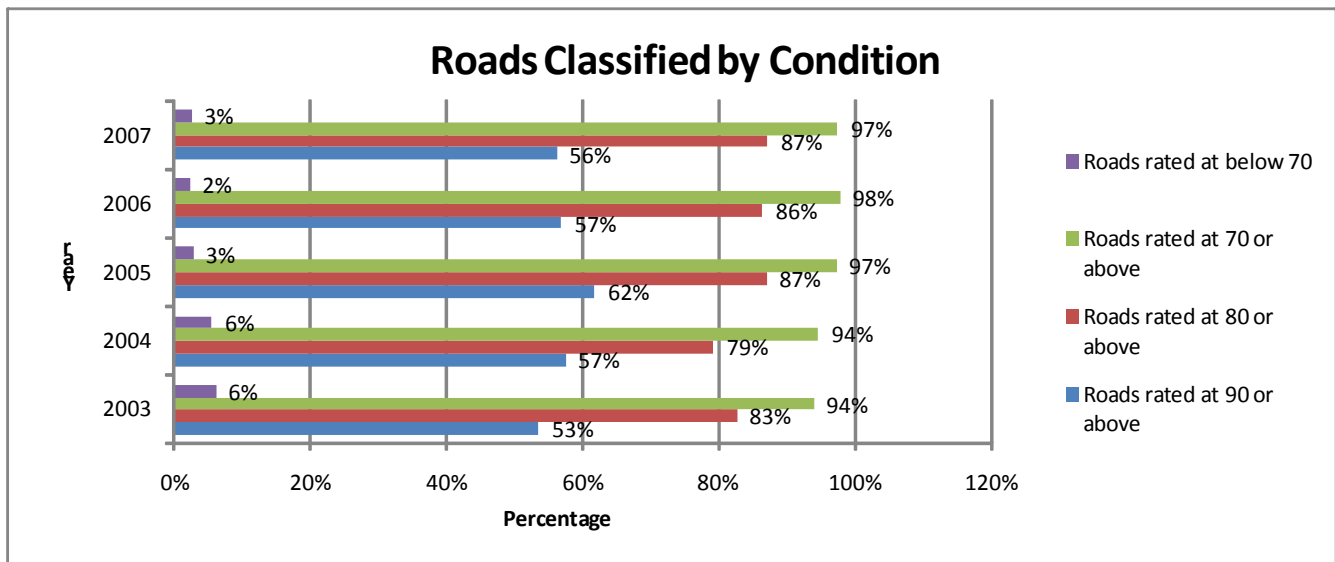
The impact of the Public Works mission and three service delivery goals heavily influence on the city's strategic goals of Infrastructure Development and Maintenance and Meeting Environmental Challenges.

Department Service Delivery Goals and Performance Data:

GOAL 1) To maintain city streets and roads to a high standard.

Using the latest technology, such as the mapping technologies Geographic Information Systems (GIS) and Global Positioning Satellites (GPS) and the Maine Department of Transportation's Road Surface Management System (RSMS), the Public Works Department has been able to create and keep up-to-date an inventory and condition rating system of all its roads and now its sidewalks. These tools help the department prioritize projects and utilize resources more effectively

PERFORMANCE DATA: To achieve a minimum satisfactory Pavement Condition Index rating of 80 (up from 70 last year), based on the RSMS scale, for 80% of the city's total lane miles



GOAL 2) To reduce annual vehicular maintenance costs by expanding and refining preventative maintenance programs and scheduled replacement of vehicles.

To support its maintenance programs, the Public Works Department has undertaken a series of detailed cost analyses of the fleet of vehicles maintained in order to best understand when and why vehicles need to be repaired or replaced. This includes graphing various dimensions such as vehicle types, miles driven, age, costs to maintain, and comparing performance for the last two years, in order to see trends and issues that would otherwise be difficult to track and identify.

PERFORMANCE DATA: A reduction in total and preventative maintenance costs per unit and classifications per year.

City of Saco Average Annual Maintenance Cost per Vehicle

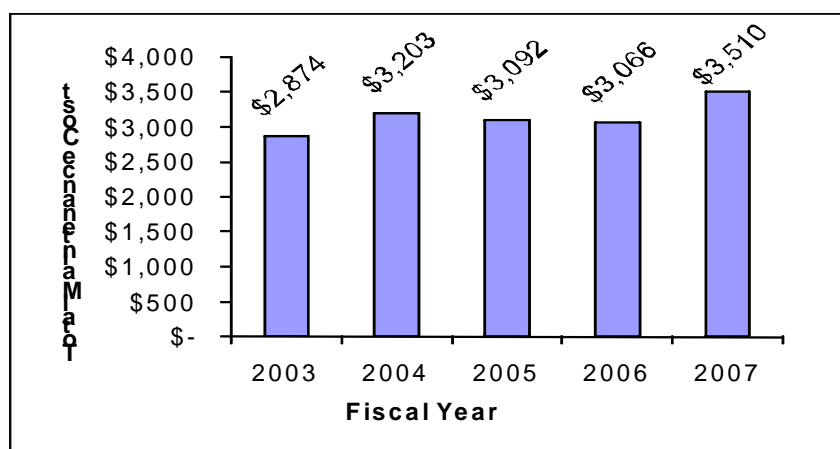


Figure 1 values have been adjusted to the 2007 dollar value using a 4 percent inflation rate

>>>>Data from department records.

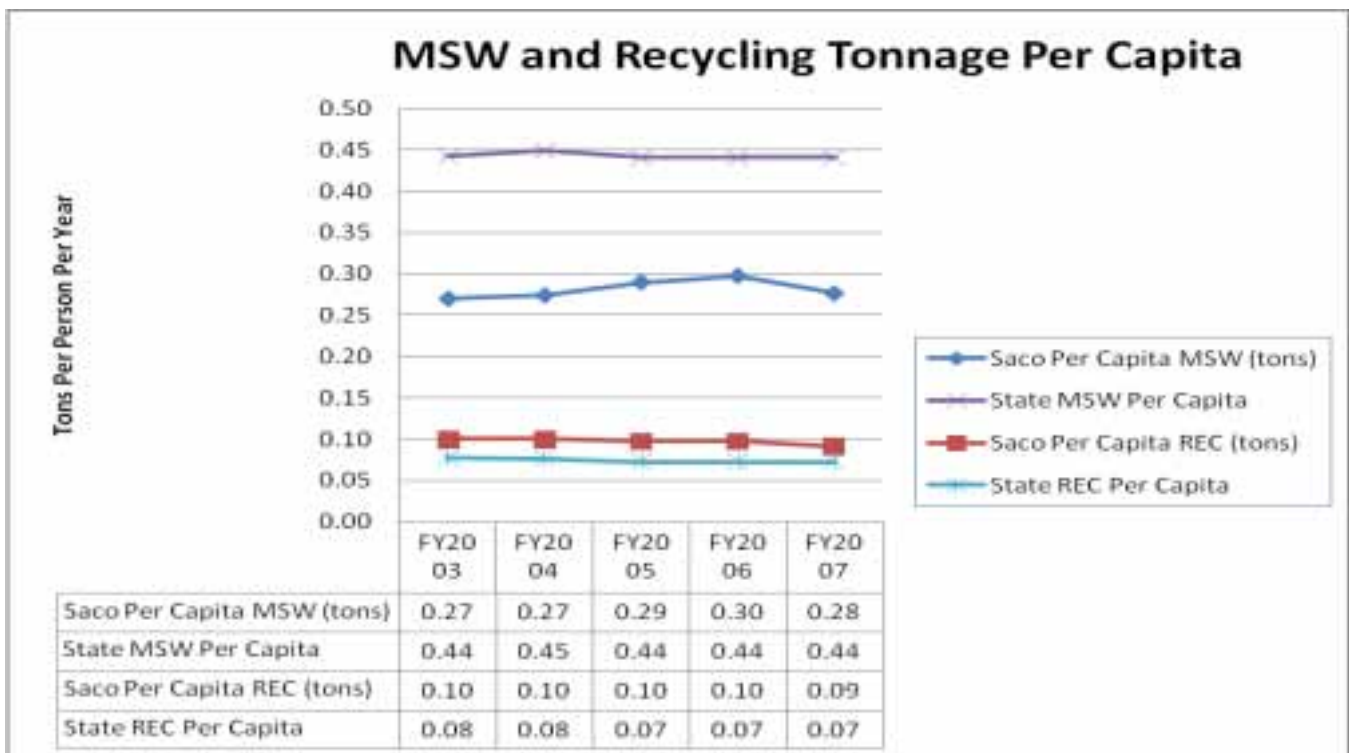
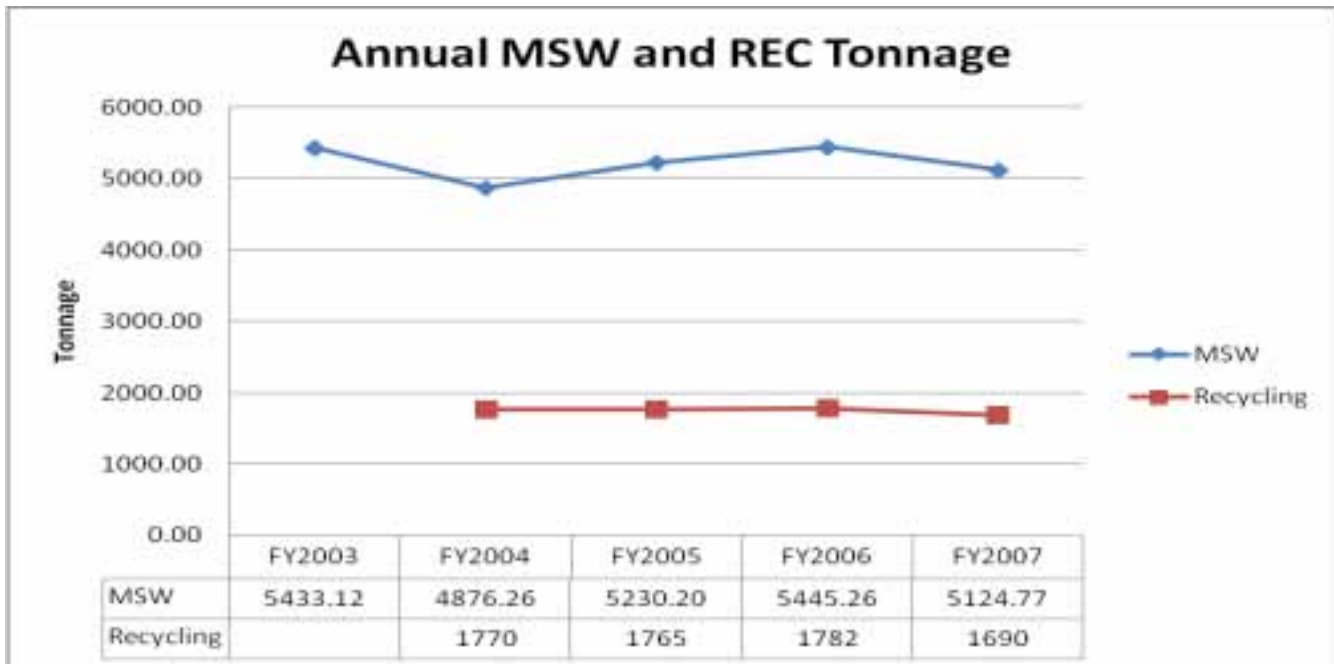
As compared to adjusted data from ICMA (International City/County Management Association), Saco has exceeded expected spending for fleet maintenance for a city of its size. Unfortunately, given the city's fleet size, several catastrophic incidents heavily influenced the average in FY07; as well, Public Works notes that as the fleet ages, maintenance costs have risen (as expected). If the FY03 dollars are adjusted using the Municipal Cost Index (reported to be a 15% change since FY03), Saco is spending about what it did then per vehicle as it is in FY07. A new measure for FY 07: tracking the percent of time a mechanic is on a specific job, in order to streamline processes such that a goal of actual work being performed 80% of the time could be set, has been delayed to FY08.

GOAL 3) To reduce the City's dependence on traditional refuse disposal and develop alternative strategies and programs to promote recycling, reuse and source reduction of disposable materials.

The Recycling Program, the most visible example of the Public Works Departments execution of the above goal, brought both automation and simplification into the system in order to streamline the process, manage costs and achieve the desired result of reduction in garbage that needed to be disposed of through incineration.

PERFORMANCE DATA: A reduction in household tonnage of solid waste and recycling annually.

>>>>Data that follows (this page and next) for this measure is from departmental records.

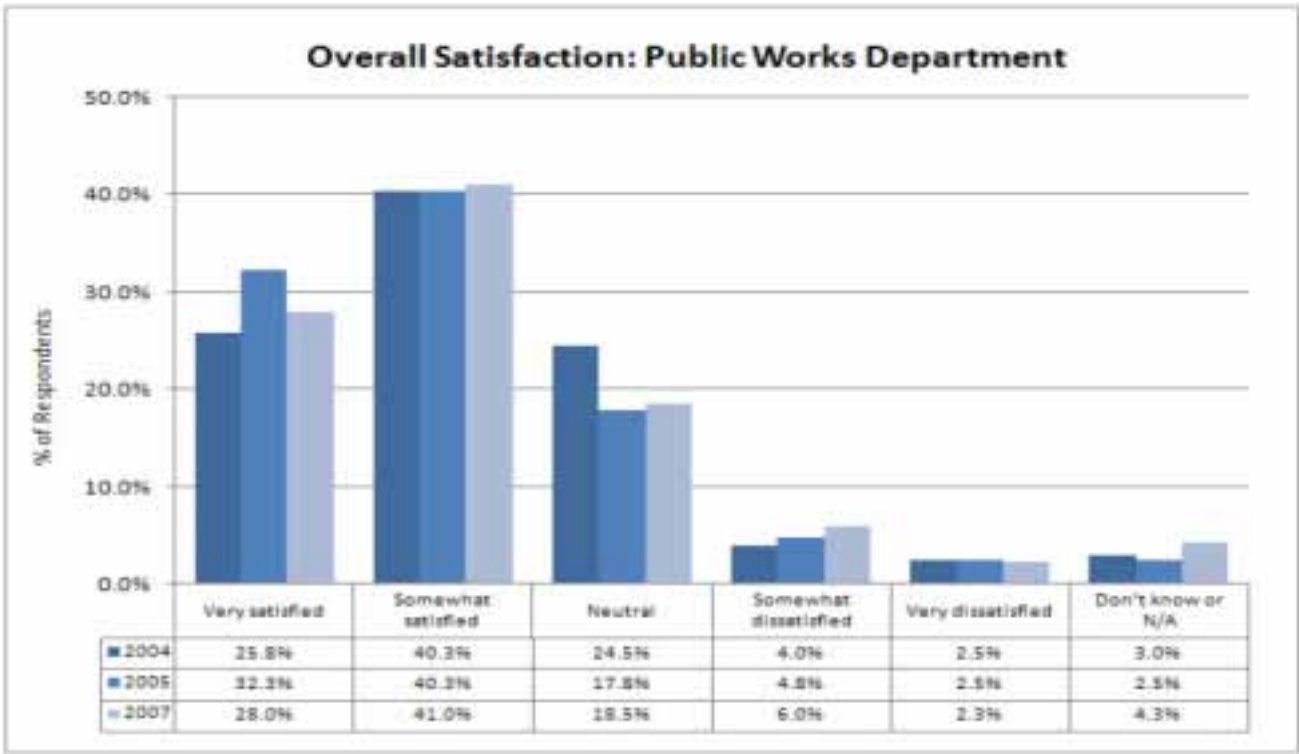


Municipal Solid Waste (MSW) per capita for FY07 is down to levels close to FY04, which is good, however is likely due in part to overall residential growth. So, there are more people to divide the tonnage across, but there are also fewer tons. However, as compared to State of Maine Planning Office estimates of MSW per capita, Saco residents fall below what the State expects for MSW outputs, which is positive.

Recycling (REC) per capita in FY07 is down slightly from FY06, which also is attributed to overall residential growth — that is, REC tonnage is similar to FY06 but there are more people, so citizens are not recycling as much. When compared to State of Maine Planning Office estimates of REC per capita, Saco residents exceed what the State expects for REC outputs, which also is positive.

Modest outreach efforts in FY07 appear to have failed to influence REC levels, so a new proposal is being considered to start replacing MSW bins with somewhat smaller ones, such that citizens have less room for trash and are forced to recycle more. As well, single stream recycling has been available this past year but could be more heavily publicized, bringing the issue of recycling to citizens anew and also possibly helping REC rates as it is an easier process for citizens to use.

[Citizen Survey/Input](#): Citizen ratings of the perceived importance of Public Work’s service delivery goal are being gathered at this time. For FY07, Public Works rated positively for overall service delivery performance by citizens surveyed, with mean ratings of 3.9 on a scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.” These findings are similar to past ratings, and also indicate older residents and those who have lived here longer are more satisfied.



Ratings about specific aspects of Public Works' operations tended to be higher than that of the overall rating for the department; important exceptions remain in the areas of maintenance of city streets and sidewalks.

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
The maintenance of City buildings and facilities	2004	0.3%	0.5%	16.8%	49.3%	25.5%	7.8%	4.08
	2005	0.5%	3.0%	13.5%	45.3%	31.5%	6.3%	4.11
	2007	0.0%	2.0%	13.8%	45.3%	30.8%	8.3%	4.14
The maintenance of City streets	2004	3.0%	6.5%	27.8%	41.0%	21.3%	0.5%	3.71
	2005	3.3%	5.8%	26.8%	39.3%	24.3%	0.8%	3.76
	2007	2.8%	8.8%	21.3%	38.8%	27.3%	1.3%	3.80
The maintenance of sidewalks in the City	2004	2.5%	9.3%	23.3%	40.0%	22.5%	2.5%	3.73
	2005	2.5%	7.3%	20.8%	40.8%	25.5%	3.3%	3.82
	2007	3.0%	10.0%	18.5%	37.0%	27.8%	3.8%	3.79
The maintenance and preservation of the character of downtown Saco	2004	1.3%	2.3%	13.8%	44.0%	37.3%	1.5%	4.15
	2005	0.5%	3.5%	10.8%	41.5%	42.3%	1.5%	4.23
	2007	0.0%	2.5%	10.0%	39.5%	46.5%	1.5%	4.32
Snow plowing and removal on city streets during the past 12 months	2004	1.3%	4.5%	17.0%	41.3%	34.5%	1.5%	4.05
	2005	2.5%	6.5%	15.0%	35.3%	38.5%	2.3%	4.03
	2007	1.8%	7.3%	15.3%	36.8%	37.3%	1.8%	4.02
The overall cleanliness of City streets and other public areas	2004	0.3%	2.0%	11.5%	47.8%	38.5%	0.0%	4.22
	2005	0.5%	0.8%	10.8%	47.8%	39.5%	0.8%	4.26
	2007	0.8%	1.0%	11.5%	45.0%	41.0%	0.8%	4.25
The overall quality of trash collection services	2004	2.0%	4.3%	10.0%	37.0%	43.5%	3.3%	4.20
	2005	1.3%	4.0%	9.5%	28.3%	54.5%	2.5%	4.34
	2007	2.5%	5.8%	9.5%	39.0%	40.5%	2.8%	4.12
The overall ease of using the City's recycling program	2004	2.5%	3.5%	8.3%	32.5%	47.8%	5.5%	4.26
	2005	2.5%	4.3%	6.0%	25.5%	56.5%	5.3%	4.36
	2007	1.3%	2.3%	8.8%	35.3%	47.3%	5.3%	4.32
The overall quality of City wastewater treatment	2004	1.0%	2.0%	15.8%	28.0%	23.3%	30.0%	4.01
	2005	0.5%	1.3%	9.0%	30.3%	27.8%	31.3%	4.21
	2007	0.5%	2.5%	12.0%	32.0%	26.8%	26.3%	4.11

Public Works continues to strive for improvements in these two areas (streets and sidewalks), but, as noted, there are serious budgetary challenges to street improvements due to asphalt prices (and state budget issues). The sidewalk rating system is fully implemented and being used to compile a list of recommended projects, however no funding has been approved for this citizen priority.

Parks & Recreation Department

Joe Hirsch, Parks & Recreation Director

jhirsch@sacomaine.org

(207)283-3139



Mission Statement: The Parks & Recreation Department is dedicated to providing and promoting active and passive recreation opportunities, programs and facilities to the citizens of Saco. The Parks & Recreation Department strives to provide safe and quality facilities for the enjoyment of the citizens of Saco, be it a well maintained athletic facility or a small corner park with benches to provide a quiet resting place, or a flower bed to add color to a drab or dreary site. We strive to provide quality programs at affordable prices for all community members.

Scope of Operations:

- Maintains approximately 60 acres (up from 30 acres last year) of passive use parks, including playgrounds, picnic areas, nature trails, and multi-use sports fields.
- Maintains approximately 75 acres (up from 70 acres last year) of active use recreation areas, including ice skating ponds, fields, soccer fields, and basketball courts, some of which the City owns. Some privately owned facilities the city accesses for programming include Thornton Academy fields, track and tennis courts, and Rotary Park in Biddeford for the summer teen program, which is run in conjunction with the Biddeford Parks & Recreation Department program.
- The Parks & Recreation Department, on its own and/or in collaboration with various civic and volunteer groups, offered the following programs in FY 07:

SPRING

T-Ball
Post Season Basketball Clinic
Pre-Season Baseball Clinic
Vacation Camp Grades 1-8
After School Camp
 Grades 1&2, 3-5, 6-8
Horseback Riding
Intramurals
 (Dance, Dodgeball, Wiffleball & Soccer)

SUMMER

Day Camp
 Pre School
 Pepperell
 Memorial
 Before Care/ After Care
 Teen Outdoor Summer Bonanza
 Teen Camp (Companion program)
Tennis
Gymnastics
Women's Slow Pitch Softball
Senior Barbeque
Field Hockey Camp

FALL

Soccer
 (Pre- School Soccer, Kinder Soccer Grades
 1&2, 3&4, 5&6)
Field Hockey
Open/ Over 30 Adult Men's Basketball
Over 40 Men's Basketball
Open Walk Program
Co-Ed Adult Volleyball
Pre School Arts and Crafts
After School Camp
 Grades 1-2, 3-5, 6-8
Before School Camp
 Grades 1-8
Before School Breakfast Program
 Grades 1-8
Vacation Camps

FALL, CONTINUED

 Grades 1-8
British Soccer Camp
Intramurals
 (Volleyball, Dodgeball, Wiffleball
 & Soccer)
Senior Thanksgiving Meal
Little Feet Soccer Camp

WINTER

Basketball Clinic
Basketball
 Little Dribblers
 Kinder Basketball
 Grades 1&2, 3&4, 5&6
Travel Basketball
 Grades 5&6, 7&8, 9-12
Indoor Soccer School
 Grades 1&2, 3&4, 5&6
Recreational Cheerleading
Competitive Cheerleading
Gymnastics
 Grades K-2, 3-8 and Preschool
Tot Program
 6 months – 2yrs old
 2-3 years old
Women's League Volleyball
Co-ed Adult Volleyball
Indoor Batting/ Pitching/ Catching
Intramurals
 (Volleyball, Dodgeball, Wiffleball
 & Soccer)
Vacation Camps Grades 1-8
After School Camp
 Grades 1-2, 3-5, 6-8
Before School Camp
 Grades 1-8
Before School Breakfast Program
 Grades 1-8
Adult Field Hockey

Use of Resources:

3 full time and 2 part-time employees in the Recreation area, and 3 full-time and 2 part-time employees in the Parks area. Approximately 50 seasonal employees who run seasonal programs and events or who serve as life guards. Approximately 100 citizen volunteers assist in various programs.

Parks & Recreation utilized 2.31%* (1.88%* FY06, 1.45% FY05; 1.37% FY04) of the FY07 city services budget to operate. Here are two ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of \$56.54* (FY06=\$46.13*; FY05=\$35.17; FY04=\$30.37)
- For an average home valued at \$230,000, \$67.54* of the \$2,928 property tax bill in FY07 funded Parks & Recreation services (\$56.10* of the \$2,981 property tax bill in FY06; \$34.58 of the \$2,385 property tax bill in FY05)

*this figure now includes employee benefits

The following is summarized data on various regional Parks & Recreation offerings for comparison.

Parks and Recreation Department
Census (2000) and Program Data (2007)

City Name	Population (2000Survey)	# of Households	Median Household Income	# of Recreation Programs per Year	Advisory, Policy Making or No Committee
Saco	16,822	6,773	45,105	130	Advisory Committee
Old Orchard Beach	8,856	4,289	36,568	100	Advisory Committee
Kennebunk	10,476	4,211	50,914	425	Policy Making
South Portland	23,324	10,042	42,770	180	No Committee
Wells	9,400	3,995	46,314	150	Advisory Committee
Scarborough	16,970	6,471	56,491	235	Advisory Committee

The impact of the Parks & Recreation Department's mission and three service delivery goals influence on the city's Leisure Services Investment strategic goal.

Department Service Delivery Goals and Performance Data:

GOAL 1) To provide programs that will meet the leisure needs of the citizens of Saco.

The Department focuses on offering a variety of programs to serve the various individual populations within the community – pre-school, youth, teens, adults and senior citizens.

PERFORMANCE DATA: To increase from year to year the variety of programs offered to the various populations within the community – pre-school, youth, teens, adults and senior citizens.

Programs Offered For:	2003	2004	2005	2006	2007
Pre	6	5	8	9	10
Youth	18	25	33	33	35
Teen	10	17	17	18	19
Adult	9	11	10	9	9
Seniors *	0	1	4	3	3
TOTAL **	43	59	72	72	76

>>>>Data from department records.

*does not include activities in the senior center

**this total does not equal the 130 programs discussed on the prior page, which total includes various divisions within each program, such as for different grades levels, skill levels, or interest levels .

The Parks & Recreation Department is finalizing implementation of a new software system which will allow them to track the number of participants in each program, as well as what ward of the city they are from, in order to improve the appropriateness of programs offered based on this important demographic information. They hope to have this software fully on line during FYo8.

GOAL 2) To provide all programs in a financially sound and responsible manner. The Parks & Recreation Department will continue to be guided by cost-of-service principles with regard to our rates, fees and charges. We are committed to continuous improvements in all programs and will provide value to our participants.

To keep the leisure pursuits of Saco's citizens within financial reach of all community members is a guiding principle to the Parks & Recreation Department's operations.

PERFORMANCE DATA: (A) To maintain a fair and stable fee structure while keeping within 85% of the local municipal market (a fee that is greater by 15% than another community's like fee is highlighted) and to add a number of scholarship funding from outside sources (future goal).

City of Saco Program Comparison Costs for Surrounding Communities

	Saco 06	Saco 07	Biddeford 07	Scarborough 07	YMCA 07 (Member)	Kennebunk 07
	Last Year	Current Fee	Current Fee	Current Fee	Current Fee	Current Fee
Programs						
Summer Day Camp	\$575	\$625	\$685	\$1,150	\$1,145	\$595
Weekly	\$85	\$95	N/A	\$170	\$130	N/A
Before/After Care	N/A	N/A	N/A	\$370/wk	N/A	N/A
Before or After Care	N/A	N/A	\$270	\$155/wk	N/A	N/A
Extended Camp	\$75/wk	N/A	N/A	\$170/wk	N/A	N/A
Fall Soccer	\$35	\$35	\$35	\$40-55	\$30	\$25
Pre-School Program	\$75/wk	\$75/ wk	N/A	\$110	\$140/wk	\$35/wk
Before School Care	\$15	\$15	N/A	\$ 150/mo	\$49	N/A
After School Care	\$50/wk	\$55/wk	N/A	\$ 365/mo	\$65	N/A
Vacation Camp	\$75	\$75	\$65	\$135/ wk	\$147	\$18/day
Teen Camp	\$75	\$30/wk	\$35	\$185/ mo	\$65	\$365
Basketball	\$35	\$35	\$35	\$45-\$55	N/A	\$35
Travel Basketball	\$95	\$95	\$35	N/A	N/A	\$65/+40 Dep.
Junior Dribblers	N/A	\$45	N/A	N/A		\$30
7/8 Travel B-Ball	\$55	\$55	N/A	N/A	N/A	N/A
Men's Basketball	\$35	\$35	\$2/time	\$2/ time	N/A	\$40.00 or \$2/ Time
Cheerleading	\$30	\$30	N/A	N/A	N/A	N/A
Co-ed Volleyball	\$25	\$25	\$2/time	\$2/ time	N/A	N/A
Tennis	\$30	\$30	\$ 35	\$70	N/A	\$55
Walk/Jog Fitness	\$25	\$1/visit	FREE	\$60	N/A	N/A
T-Ball	\$35	\$35	N/A	N/A	N/A	N/A

>>>>Data from chart reflects phone survey of other community departments.

Adding scholarship funding from outside sources will enhance programs offered by making them available to those participants who cannot pay the full fee. Donors will be assured that their contributions are utilized by Parks & Recreation in full.

PERFORMANCE DATA: (B) To increase the percent of revenues from program fees in Parks & Recreation budget in order to maintain and broaden program offerings.

The impact of the Parks & Receptions Department's mission and three service delivery goals influence on the city's Leisure Services Investment strategic goal.

FY	Revenues	Total Budget	Recreation Budget Esti- mated	Revenues % of Total P & R Budget	Revenues % of Recreation Budget
2001	\$75,930.00	\$359,578.00	\$165,405.00	21.12%	45.91%
2002	\$58,378.00	\$408,307.00	\$187,821.00	14.30%	31.08%
2003	\$78,684.00	\$456,610.00	\$210,040.00	17.23%	37.46%
2004	\$84,176.00	\$485,750.00	\$223,445.00	17.33%	37.67%
2005	\$99,615.00	\$585,146.00	\$269,167.00	17.02%	37.01%
2006	\$181,065.86	\$612,822.00	\$281,898.00	29.55%	64.23%
2007	\$278,313.00	\$715,131.00	\$330,142.00	38.92%	84.30%
2008	\$345,000.00	\$894,989.00	\$439,012.00	38.55%	78.59%

Projected FY08

>>>>Data from Finance audited reports.

GOAL 3) To assure continued maintenance, expansion and procurement of Parks & Recreation facilities, both active and passive.

The Parks & Recreation Department has to anticipate both new demand and continually evaluate and refine its ongoing operations in order to meet Saco's needs as it continues to grow and change.

PERFORMANCE DATA: To provide safe, clean and aesthetically pleasing facilities in order to: maintain and/or meet the growing needs and demands of the community; and increase the number of passive and active facilities maintained by the Department; and increase the use of existing facilities.

See next page for facilities listings.

<i>Facility Name</i>	<i>Maintained in 2003</i>	<i>Maintained in 2004</i>	<i>Maintained in 2005</i>	<i>Maintained in 2006</i>	<i>Maintained in 2007</i>
75 Franklin Street (Community Center)	NO	YES	YES	YES	YES
80 Common Street (Community Center)	YES	YES	YES	YES	YES
Open Door (Senior Center)	YES	YES	Partially	Partially	NO
School Street Maintenance Building	YES	YES	YES	YES	YES
Front Street Parks Maintenance Area	YES	YES	YES	YES	YES
Pepperell Park	YES	YES	YES	YES	YES
Front Street Boat Ramp	YES	YES	YES	YES	YES
Riverfront Park	YES	YES	YES	YES	YES
Cataract Substation Park	YES	YES	YES	YES	YES
Jubilee Park	YES	YES	YES	YES	YES
Haley Park	YES	YES	YES	YES	YES
Eastman Park	YES	YES	YES	YES	YES
Joe Riley Park	YES	YES	YES	YES	YES
Diamond Riverside Park	YES	YES	YES	YES	YES
Plymouth Recreation Area	YES	YES	YES	YES	YES
Memorial Field	YES	YES	YES	YES	YES
Dyer Library and Saco Museum	YES	YES	YES	YES	YES
Young School Recreation Area	YES	YES	YES	YES	YES
Shadagee Woods Recreation Area	YES	YES	YES	YES	YES
Ryan Farms Recreation Area	YES	YES	YES	YES	YES
Saco Middle School Recreation Area	YES	YES	YES	YES	YES
Boothby Park	YES	YES	YES	YES	YES
Saco Landfill Recreation Area	YES 1-2 ACRES	YES 1-2 ACRES	YES 6 ACRES	YES 8 ACRES	YES 8 ACRES
Hillview Heights Tot Lot	YES	YES	YES	YES	YES
Thornton Academy Baseball and Softball field lining	YES	YES	YES	YES	YES
Mowing all pump stations, PD,City Hall and DPW	YES	YES	YES	YES	YES
Brookside II	NO	NO	YES	YES	YES
Train Station	NO	YES	YES	YES	YES

*The following standards of maintenance apply to Saco's municipal holdings of over 102 acres. All ballfields, park areas and publicly owned lands are mowed at least once per week throughout the growing season, ball fields and other intensive use areas require more mowing as weather conditions dictate. Trash is removed at all sites no less than once per week with school grounds being checked bi-weekly and three times a week during summer day camp activities. Parks staff is responsible for checking safety of all play equipment when performing trash removal activities and summer day camp leaders check the playgrounds at their respective day camps daily.

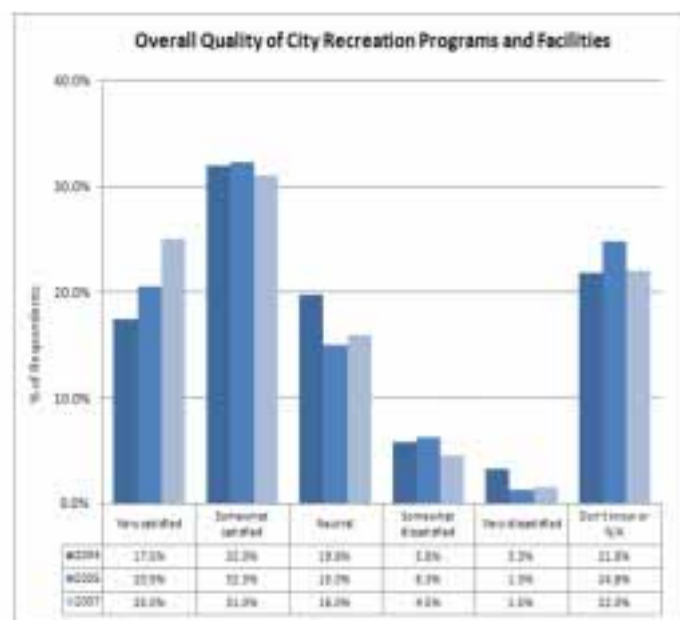
>>>>Data from department records.

Again, as noted above, the software being implemented now will allow the department to track the number of uses of each facility in FY08.

>>>>Data from department records.

[Citizen Survey/Input](#) :Citizen ratings of the perceived importance of the Park & Recreation department's three service delivery goals are being gathered at this time.

The Parks & Recreation Department rated fairly positively by citizens surveyed across the various dimensions of its service delivery performance examined, with mean ratings ranging from 3.88 to 4.40 on the scale of 1 to 5 where 1 means “very dissatisfied” and 5 means “very satisfied.” In several areas, a considerable percent of respondents are “neutral,” neither satisfied nor dissatisfied with, or “don’t know” how to rate, the department, likely indicators that there is still room for improvement in most areas, especially among residents with higher incomes who generally rated the area lower than other citizen groups. However, the latest survey data does indicate modest improvements in some areas, which is encouraging as the City has invested additional resources based on prior years’ survey results of citizen opinions of Parks & Recreation services. investment.



		1=Very dissatisfied	2=Somewhat dissatisfied	3=Neutral	4=Somewhat satisfied	5=Very satisfied	Don't know	Mean Response
The walking and biking trails in the City	2004	3.3%	10.0%	20.3%	28.8%	22.0%	15.8%	3.67
	2005	3.3%	8.8%	19.3%	25.3%	22.3%	21.3%	3.69
	2007	2.0%	5.8%	16.8%	29.5%	24.8%	21.3%	3.88
The availability of, and access to, City community centers	2004	2.8%	7.0%	21.5%	29.3%	16.0%	23.5%	3.64
	2005	2.0%	7.3%	17.0%	24.8%	15.0%	34.0%	3.66
	2007	0.8%	5.8%	15.3%	26.3%	21.8%	30.3%	3.90
The maintenance of City parks and athletic facilities	2004	1.0%	2.8%	18.8%	43.8%	23.8%	10.0%	3.96
	2005	1.0%	3.8%	16.0%	38.3%	21.5%	19.5%	3.94
	2007	1.3%	2.5%	13.8%	36.3%	28.0%	18.3%	4.07
The City's youth and adult recreation programs	2004	3.0%	7.3%	15.0%	30.5%	14.5%	29.8%	3.66
	2005	1.0%	5.5%	18.5%	27.3%	14.0%	33.8%	3.72
	2007	1.8%	3.3%	17.0%	26.5%	20.3%	31.3%	3.88
Other City community events, such as the Sidewalk Art Fair and Pumpkin Fest	2004	1.3%	2.3%	8.8%	33.0%	49.0%	5.8%	4.34
	2005	0.5%	1.5%	9.5%	29.5%	47.8%	11.3%	4.38
	2007	1.0%	0.3%	10.8%	28.3%	50.5%	9.3%	4.40
The reasonableness of fees charged for recreational programs	2004	2.3%	6.5%	16.8%	28.0%	18.3%	28.3%	3.75
	2005	0.8%	3.3%	15.0%	27.3%	22.3%	31.5%	3.98
	2007	0.8%	2.5%	13.3%	29.8%	23.3%	30.5%	4.04

Citizen response to performance of the Parks & Recreation Department continues to be given careful attention by City management. This is because of the importance of citizen opinion in understanding the performance of Parks & Recreation, which directly impacts the City's strategic goal of Leisure Service Investment.

The Parks & Recreation Department also contributes to citizens' experiences of the overall quality of life in Saco. While not a heavy consumer of financial resources, Parks & Recreation as a department is responsible in part for what many citizens can do to pursue their quality of life.

Therefore, as noted, citizen surveys have influenced budget choices and resource allocation favorably for Parks & Recreation over the past several years. In FYo8, the department should take delivery of their new bus, which will allow them to take more trips in order to enhance programs, such as field trips for summer camp; the department also is having a reconditioned school bus allocated to them for these purposes. Another example mentioned in prior years, the department's new facility, a renovated Amory building, continues to be allocated funds for annual improvements, such as a new roof for FYo8. This larger building has allowed for expanded and improved operations department-wide, while the old building continues to house civic meetings and other activities as needed. As well, the ongoing development of the former landfill into a multi-use open space is another improvement for Parks & Recreation and the City, which will bring another 6 acres of field space to the citizens in FYo8.

The Parks & Recreation Department continues its major transformation in order to keep up with the growing and changing needs of citizens. Future surveys should provide further guidance to performance of this department and how well citizen preferences and needs are being satisfied.

For further information about the ongoing improvements planned for the Parks & Recreation Department,

pls see: Recreation Advisory Board Needs Assessment (2004) and A Plan for the Parks (2001).



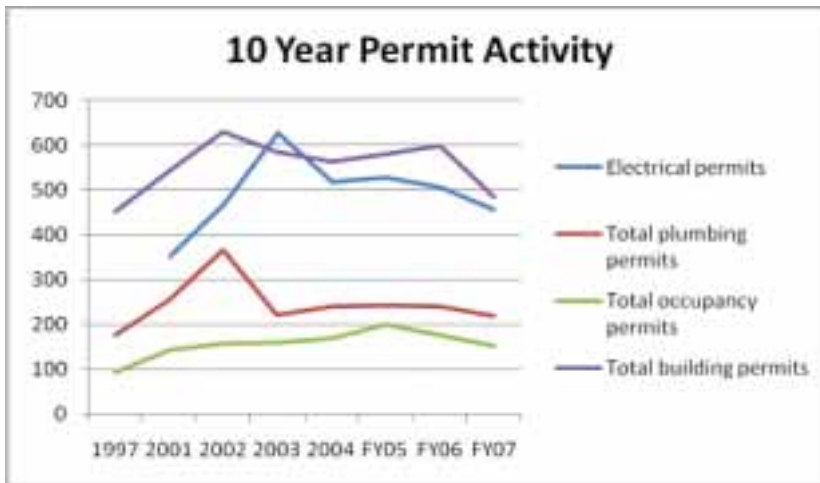
Building Inspection Department

Mission Statement: The mission of the Saco Code Enforcement Department is to ensure the public's safety through proper construction oversight and through fair and effective zoning compliance and enforcement efforts. This mission also provides for the safe and legal construction of all new buildings and building renovations; continued compliance with occupancy and building regulations; Zoning regulation enforcement and all necessary administrative support services.

Richard Lambert,, Code Enforcement Officer
dlambert@sacomaine.org—(207)284-6983

Scope of Operations: The Code Enforcement Department responsibilities in FY07 included:

- Plan Review on all building permit applications, and enforce local Building Code on approximately 484 building permits issued.
- Enforce State Plumbing Code on 166 internal plumbing installations and Sub-surface Wastewater Disposal regulations on 53 new or replacement systems.
- Enforce National Electric Code on 458 electrical installations.
- Enforce the requirements of Site Plan, Conditional Uses and subdivision approvals granted by the Saco Planning Board.
- Inspect and issue 153 Certificates of Occupancy.
- Assist the Local Health Officer in the performance of his duties.
- Assist the City Attorney in preparation of court action when necessary.
- Process and review all appeals made to the Zoning Board of Appeals.
- Enforce Floodplain Management Ordinance on all areas of special flood hazard, and coordinate the Community Rating System for flood plain management.
- Enforce Shoreland Performance standards mandated by state.
- Enforce provisions of the local Historical Preservation Ordinance.
- Assist the Department of Environmental Protection and the Saco River Corridor Commission in the enforcement of all applicable state regulations.
- Collect all impact fees established by ordinance or by the Planning Board.
- Oversee City Hall building renovations, maintenance and procurement of related supplies.
- Enforce Property Maintenance standards to resolve complaints on substandard housing.
- With the Police Department, remove 39 illegal junkyards from the City.



Note: The Permit Activity Chart for FY07 has been corrected— prior years overstated totals.

Use of Resources:

4 full and 1 part-time employee.

Nearby city Biddeford employs 5 full time and two part-time, while nearby town Scarborough employs 5 full time in their Code Enforcement Departments.

The Code Enforcement Department utilized .72%* of the FY07 (.68%* FY06; .48% FY05; .50% FY04) city services budget. Here are two ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of \$17.69* (FY06= \$16.70*; FY05 = \$11.70; FY04 = \$11.09)
- For an average home valued at \$230,000, \$21.13* of the \$2,928 property tax bill in FY07 funded code enforcement operations (\$20.31* of the \$2,981 property tax bill in FY06; \$11.45 of \$2,385 property tax bill in FY05)

*this figure now includes employee benefits

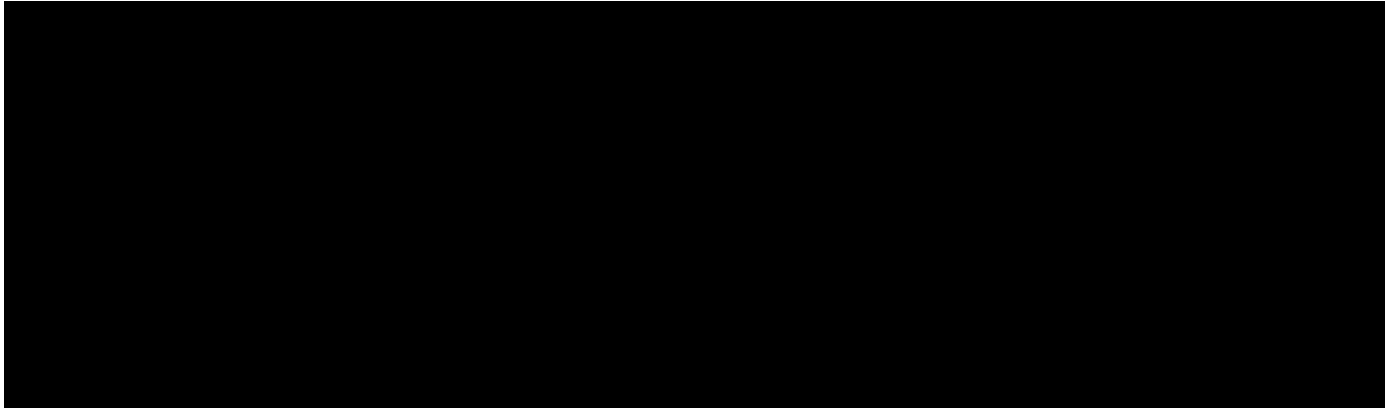
Department Service Delivery Goals and Performance Data:

The impact of the Code Enforcement Department's mission and three service delivery goals heavily influence on the city's Public Safety strategic goal, as well as the strategic goal of Growth Management

GOAL 1) To assure that life-safety complaints are investigated promptly and proper action is taken to secure the health and safety of the public.

PERFORMANCE DATA: To initiate response to all complaints within 12 hours of receipt; to conduct a physical inspection of each related situation within 24 hours; and to take any warranted action within 48 hours of receipt.

GOAL 2) To assure that contractors and homeowners receive prompt and accurate inspections when requested.



PERFORMANCE DATA: To schedule inspections within 1 business day of request.

GOAL 3) To maintain a high degree of professionalism within the department by achieving Advanced Certification in all areas of Code Enforcement, as conferred by the State of Maine Planning Office's Code Enforcement Officer Training and Certification Program.

PERFORMANCE DATA:

- For FY07, all full-time Code Enforcement Officers have achieved Advanced Certification in at least two areas (in FY06, all full-time employees had completed certifying in one area).
- One officer has obtained International Code Council Certification in Housing Inspection.
- The Department maintained a rating by the Insurance Services Office (ISO) of 4 for both commercial and residential construction code enforcement, and an 8 for Floodplain Management. Communities are rated from 1 to 10, 1 being the highest. No community within the State of Maine currently is rated higher than a 4 for construction code enforcement.

Citizen Survey/Input:

Citizen ratings of the perceived importance of the Code department's three service delivery goals are being gathered at this time.

The Code Enforcement Department rated positively in FY07 for aspects of its service delivery performance by citizens surveyed, with mean ratings ranging from 3.81 to 3.91 on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied," slight improvements over prior years. Large segments of the total responses are in the "don't know" categories; given the nature of Code's work, this makes sense, as many citizens will have had no reason to directly interact with Code Enforcement and so have no reason to have formed an opinion. Interestingly, citizens ranging in age from 18 to 54 rated Codes less positively in all areas than other citizen sub-groups.

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
The overall enforcement of City codes and ordinances including the Building Inspection Department	2004	2.8%	5.0%	20.5%	26.8%	13.8%	31.3%	3.64
	2005	3.3%	7.5%	15.3%	28.3%	14.8%	31.0%	3.63
	2007	1.5%	4.3%	12.8%	29.3%	14.0%	38.3%	3.81
The quality of new construction in the City	2004	2.5%	3.0%	19.8%	28.8%	16.0%	30.0%	3.75
	2005	2.5%	9.3%	17.0%	31.8%	18.8%	20.8%	3.69
	2007	1.0%	5.3%	13.8%	35.0%	18.8%	26.3%	3.88
The timeliness and ease of the City's permitting process	2004	1.8%	4.3%	18.0%	26.5%	14.3%	35.3%	3.73
	2005	2.3%	8.0%	18.8%	22.5%	10.3%	38.3%	3.49
	2007	1.3%	3.3%	13.3%	22.3%	13.8%	46.3%	3.82
The enforcement of codes designed to protect public health and safety	2004	2.3%	4.5%	20.3%	37.0%	15.0%	21.0%	3.73
	2005	1.0%	3.5%	20.0%	25.5%	14.8%	35.3%	3.76
	2007	1.8%	3.3%	12.0%	28.5%	18.0%	36.5%	3.91

The ratings for Codes, especially “timeliness and ease of the City’s permitting process” were a concern. In FY07, these were among the areas of satisfaction citywide that did rise. An increase in staff in the department may have helped improve these ratings.

Fire Department

Mission Statement: The Saco Fire Department, through its highly trained and dedicated employees, strives to deliver the highest quality fire protection and emergency medical services in the most cost effective manner through quality fire prevention, suppression, and emergency medical services delivery, with the utmost regard for the safety of its citizens, visitors, and employees.



Alden Murphy, Fire Chief

amurphy@sacomaine.org

(207)282-3244

Scope of operations:

- Responded to 2,837 calls for service in FY07; up from 2,375 calls for service in FY06, due in part to instituting automatic response to Biddeford structure fires, plus covering Biddeford rescue calls due to their increased call volume
- Inspected 244 local businesses for FY07 (up from 211 inspections in FY06)
- Performed 104 additional various inspections (similar to prior year)
- Provided fire education to about 700 students in grades K-2, and 650 grade 3-5 students (up from 955 total in FY06)
- Developing prevention programs for the elderly and grade 6-8 for implementation in FY08

-Central Station crew is comprised of career firefighters supported with a paid on call department.

-North Saco substation (cover outlying parts of the city) is staffed by paid volunteer firefighters radio dispatched from their residences.

-Bayview Station staffed with students from a local community college who participate in a live-in training program to be fire fighters.

According to data gathered from the National Fire Protection Association, a City of Saco's size can be expected to operate just over 2 stations (Ammons, p 149). Given the seasonal increase in population in the Camp Ellis and other tourist areas, and the 37 square mile area that the fire department has to cover, Saco has found that operating 3 stations is the only effective way to keep response time at an acceptable level. The substations provide initial fire and basic emergency medical response to their outlying districts with a full fire assignment or Advanced Medical response simultaneously being dispatched from Central Station.

Use of Resources:

36 fulltime employees divided into 4 crews that work 24 hour shifts of 8 per shift, including 2 shift officers, with 3 command officers that work daily Monday through Friday. 40 trained and paid on call firefighters, including the 4 live-in students.

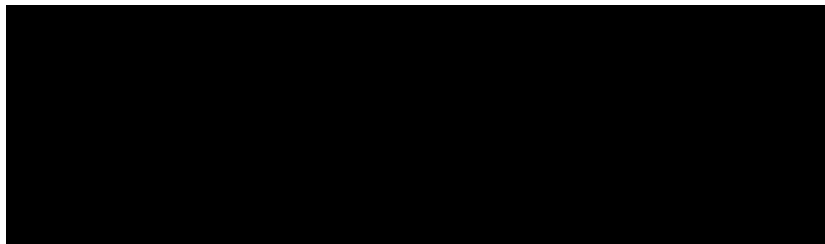
The Fire Department utilized 6.31%* of the FY07 (5.91%* FY06, 4.46% FY05, 5.12% FY04) city services budget. Here are two ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of \$154.62* (FY06=\$144.95*, FY05=\$127.32, FY04=\$113.43).
- For an average home valued at \$230,000, \$184.69* of the \$2,928 property bill in FY07 funded fire department services (\$176.27* of the \$2,981 property tax bill in FY06, \$106.37 of the \$2,385 property tax bill in FY05).

*this figure now includes employee benefits

A budget comparison to the neighboring town of similar size and demographics (but employing more career and fewer on call members) follows:

A neighboring twin city of similar demographics, Biddeford employs more career firefighters with fewer volunteers. Both cities provide and receive automatic mutual aid when necessary.



The impact of the fire department mission and three service delivery goals heavily influence the city's strategic goal of ensuring public safety.

Department Service Delivery Goals and Performance Data:

GOAL 1) To ensure that the initial fire and emergency medical services units arrive on scene with adequate staffing to safely and effectively begin immediate emergency scene operations while the emergency is still at a manageable stage.

The fundamental assumption is that a speedy response will increase the likelihood of fire containment, survival of an accident victim, etc. The goal is the initial district engine will begin suppression or provide basic life support within 4 minutes of leaving the station.

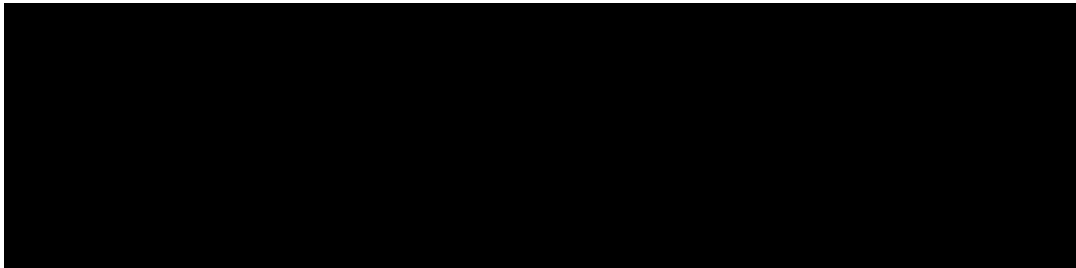
PERFORMANCE DATA: Percentage of incidents where the initial apparatus arrives on the scene within 5 minutes (1 minute for turnout time and 4 minutes for actual travel time) from the time it is dispatched from the station or is dispatched from a remote location, with a goal of 65%. The original goal of 90% was adjusted last year when results consistently showed that response to outlying regions was bringing the total times down.

>>>>Data that follows is from departmental records and the state (training certifications).

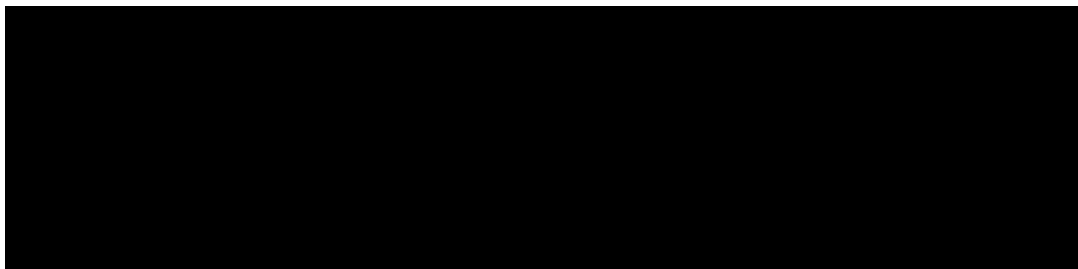
All Emergency Responses: Dispatch to Arrival on Scene. (includes 1 minute turnout time)
Overall response data based on Fire Department dispatch information.



RESCUE: Dispatch to Arrival on Scene. (includes 1 minutes turnout time) Fire department
Rescue response data based on Fire Department Dispatch Information.



FIRE: Dispatch to Arrival on Scene. Fire Department Suppression response data based on
Fire Department Dispatch Information. Does not include non-emergency department details.



Next Steps: The Fire Department continues to strive for improved response times. Call volumes have increased, and response times have decreased as response vehicles are often en route or returning from a prior call and so their starting point is often out of district, such as from the regional hospital. The City has budgeted funds to complete traffic light preemption projects for all traffic lights in the City. This may slightly improve response times, and also should significantly improve safety of emergency response.

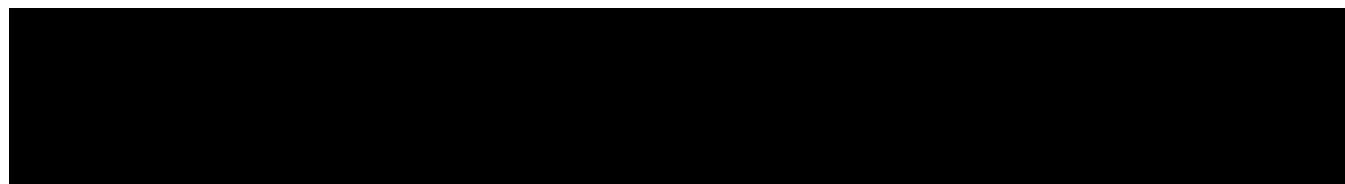
GOAL 2) To provide employees training in accordance with state and national standards.

The Saco Fire Department has chosen to maintain a professional staff in its strategy for delivering emergency services, which means training is key.

PERFORMANCE DATA:

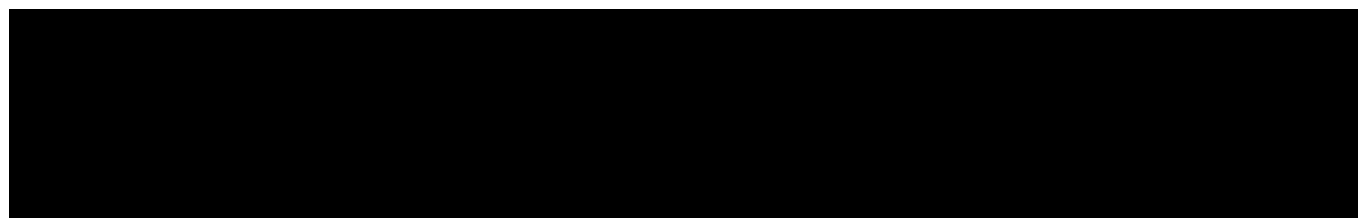
A) All new career and volunteer firefighters obtain state certification as Firefighter 2 (FF2).

As of July 2001, all new department members, both career and call, are required to attain a State Certification, but Firefighter 1 (FF1) has since been eliminated by the state as a category. Some career members have not advanced to FF2 yet, but we continue to support all department members in their attainment of FF2.



** The career firefighters without FF1 or FF2 are all 20 plus year department veterans. For FY07, Saco is now supporting the Fire Officer 1+2 state training program to promote officer education and career development.*

B) All career firefighters maintain, and all call department members are encouraged to attain and maintain, emergency medical licenses.



**Currently 100% of the career force is state licensed at some level in emergency medical training.*

C) The department as a whole complies with new requirements for firefighter and emergency medical services, safely incorporating new technologies and methodologies. Saco Fire Department meets all new state mandates and strives to train all members in new technologies.

FY07: 78% of the career force and 9% of the call force were certified in Prehospital Trauma Life Support.

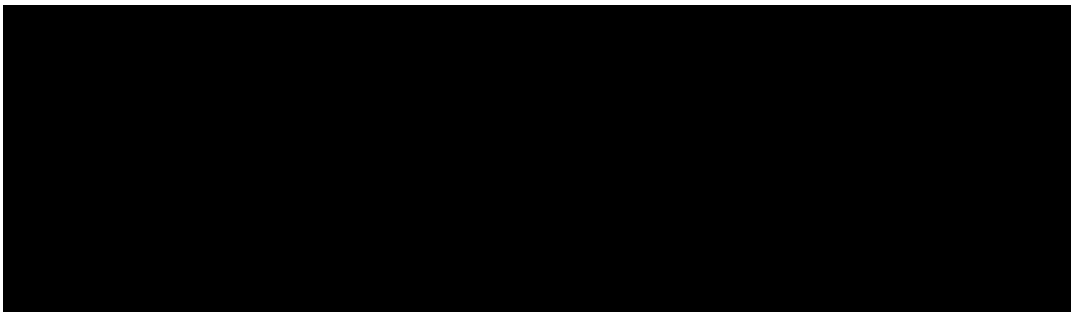
FY06: 48 firefighters certified in Rapid Intervention, and 38 members attended AVOC ambulance ops training.

FY05: Acquired a fully equipped rope rescue vehicle with ice rescue capabilities and began training on this.

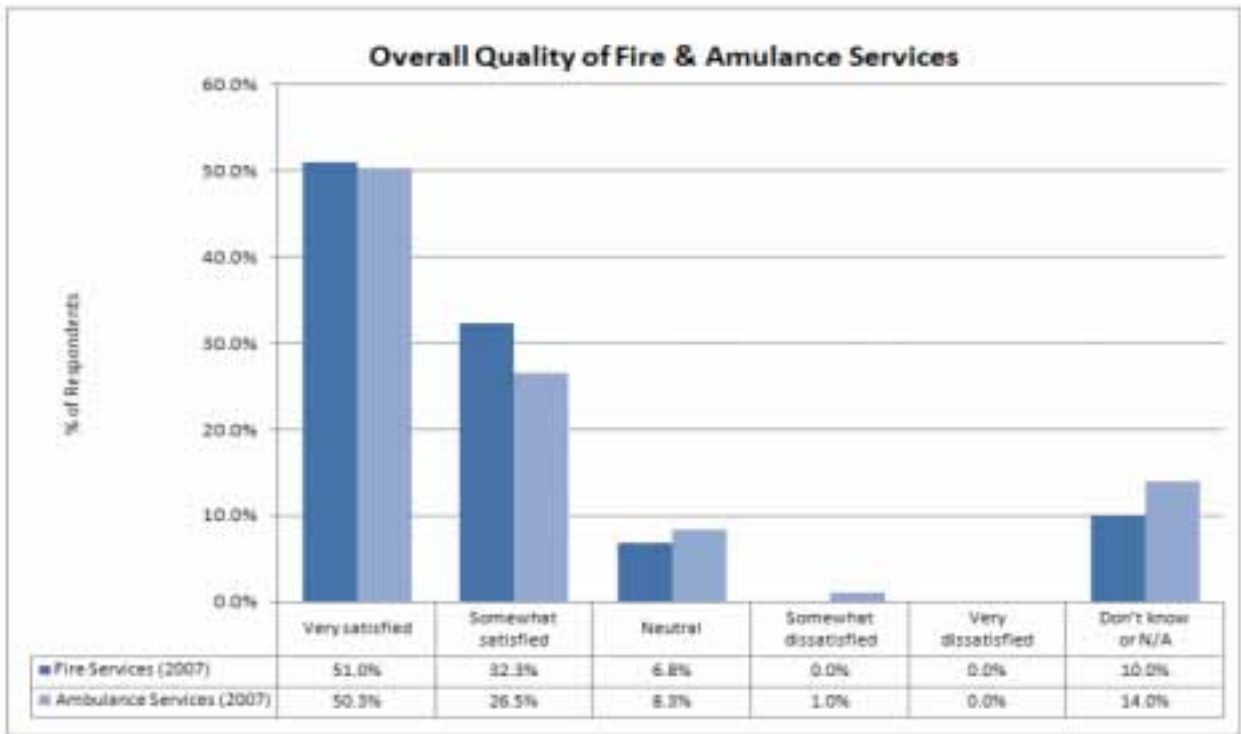
FY04: Qualified all career and many call members in low angle rope rescue and firefighter self-rescue.

GOAL 3) To reduce loss of life and property through code compliance for buildings under construction, fire safety inspections for existing buildings, and public fire education specifically targeting nationally recognized age groups of the young and elderly (as possible).

PERFORMANCE DATA: Provide annually: 100% of K-5 students with annual fire pre-vention training; inspect all new homes; and inspect all new and 80% of all other active businesses, prioritizing those where the public congregate.



Citizen Input/Survey: Citizen ratings of the perceived importance of the Fire Department’s three service delivery goals are being gathered at this time. The Fire Department (Fire and EMS) rated strongly positive in FYo7 for service delivery by citizens surveyed, with mean ratings of 4.49 (Fire) and 4.47 (EMS) on a scale of 1 to 5 where 1 means “very dissatisfied” and 5 mean “very satisfied,” with older and long time residents the most satisfied. Fire and EMS were surveyed as one category in FYo4 and FYo5 and had similar mean ratings (4.51) to FYo7.





Peter Morelli, Development Director
pmorelli@sacomaine.org
(207) 282-3487

Robert Hamblen, City Planner
rhamblen@sacomaine.org
(207) 282-3487

Mission Statement: Assuring high quality and more sustainable development in Saco.

Scope of Operations:

- Processing an average of 10-12 conditional use permits annually to consider special uses that are not allowed as a matter of right within a zoning district.
- Processing an average of 15 site plan applications annually for multiple family developments, and commercial and industrial developments.
- Processing 10-20 subdivision reviews annually and managing construction monitoring and street acceptance.
- Ongoing work with various organizations for improvements to downtown Saco.
- Ongoing work with private, regional and state entities on development of former mill complexes and individual mill sites, as well as new industrial and business parks and other commercial enterprises.
- Working on planning issues within the city organization to achieve city goals, such as with Parks & Recreation and outside professionals on planning and development of the Landfill Reuse Plan and other open space opportunities.
- Working on long range goals and planning issues with the City Council, the Planning Board and the Economic Development Commission, and developing long range plans such as the Comprehensive Plan and the Downtown Plan.
- Identifying and applying for appropriate grants for funding of all levels of projects ongoing within the city.
- Administering the historic preservation ordinance.

Use of Resources:

3 full time employees.

Neighboring towns of similar size, Biddeford and Scarborough, employ 4 and 5 respectively in their Planning and Development Departments.

Planning and Development utilized .77%* (.73%* FY06; .58% FY05; .54% FY04) of the FY07 city services budget. Here are two other ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of \$18.82* (FY06=\$17.88*; FY05=\$14.05; FY04=\$11.91)
- For an average home valued at \$230,000, \$22.48* of the \$2,928 property tax bill in FY07 funded the Planning and Development department (\$21.75* of the \$2,981 property tax bill in FY06; \$13.84 of the \$2,385 property tax bill in FY05)

The impact of the Planning and Department mission and three service delivery goals heavily influence the city's strategic goal of Growth Management.

*this figure now includes employee benefits

Department Service Delivery Goals and Performance Data:

GOAL 1) To assure that all applications submitted to the Planning and Development Department are processed in a timely and thorough fashion, with assistance provided as needed to applicants such that a fair and complete hearing is possible in a reasonable time frame.

The Department focuses on timely responses and ensuring compliance in order to meet the demands for growth within the City.

PERFORMANCE DATA:

(A) Upon receipt of a conditional use application, Planning Board review will be scheduled within 30 days for at least 95% of all such applications.

Year	Conditional Use Applications Received	# Requiring Planning Board Review	Review scheduled within 30 days- Target of 95%	# Requiring Staff Review Only	Review scheduled and approved within 30 days - Target of 95%
2004*	N/A	N/A	90%	N/A	N/A
2005	13	4	100%	9	100%
2006	10	5	100%	5	100%
2007	9	7	100%	2	100%

* = anecdotal

>>>>Data from department records.

(B) Upon receipt of a site plan application, Planning Board review will be scheduled within 45 days for at least 95% of all such applications.

Year	Site Plan Review Applications Received	# Requiring Planning Board Review	Review scheduled within 45 days- Target of 95%	# Requiring Staff Review Only	Review scheduled within 45 days Target of 95%
2004*	N/A	N/A	90%	N/A	N/A
2005	12	8	100%	4	100%
2006	11	9	100%	2	100%
2007	11	6	100%	5	100%

*= anecdotal >>>>Data from department records.

GOAL 2) Department will complete one major plan each calendar year, except for a year immediately following the completion of the Comprehensive Plan.

PERFORMANCE DATA:

Plan	2000	2002	2004	2005	2006	2007
Comprehensive Plan	X					
Regional Beach Management Plan	X					
Saco Spirit for Business Recommendation		X				
Bicycle Pedestrian Plan			X			
Rte. 112 Study				X		
Main Street Access Study				X		
York County Economic Development Plan Update				X		
Downtown Market Study				X		
PACTS Destination Tomorrow Update					X	
Downtown Plan Update						X

>>>>Data from departmental records.

GOAL 3) Department will complete at least one major, substantive set of ordinance revisions each calendar year. PERFORMANCE DATA:

Ordinance	2000	2001	2002	2003	2004	2005	2006	2007
Cluster Housing	X							
Extensive Comprehensive Plan Amendments	X	X						
Cell Towers			X					
Recreation & Open Space Impact Fees			X					
Private Roads				X				
Extensive Housekeeping Amendments				X				
Net Density, Signs					X			
Design Standards						X		
Sign Standards							X	
Stormwater Standards							X	
Historic Preservation Updates							X	
Traffic Ordinance								X
Stormwater Fee Compensation Plan								X

[Citizen Survey/Input](#): Citizen ratings of the perceived importance of the Planning and Development department's three service delivery goals are being gathered at this time. Questions for the FY07 citizen opinion survey were reworked in order to better capture citizen opinion regarding the Planning and Development Department. While the mean ratings remained similar for this year to prior years' ratings for this department, between "neutral" and "somewhat satisfied" for service delivery performance by citizens surveyed on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied," a significant change should be noted. That is, the "Don't Know" category of responses climbed to over 50% for each question, which heavily influenced the final mean rating; this reinforces prior assessments that departmental ratings reflect lack of awareness of what this area actually does for the City.

	The administration of site plan and subdivision permitting and economic development programs by the Department	The timeliness of the City's reviews of subdivision and site plan applications
	2007*	2007*
5 – Very satisfied	8.8%	7.8%
4 – Somewhat satisfied	18.5%	16.5%
3 – Neutral	12.8%	10.5%
2 – Somewhat dissatisfied	6.8%	4.0%
1 – Very dissatisfied	2.5%	1.8%
Don't know or N/A	50.8%	59.5%
Very / Somewhat satisfied combined	27.3%	24.3%
Very / Somewhat dissatisfied combined	9.3%	5.8%
Mean Response (1 to 5)	3.49	3.60

**Note: These questions were first introduced in 2007.*

Another noteworthy outcome of this year's survey was the rating of the City's planning for growth (below), which showed significant improvement over prior years. This may be attributable to the finalization of two major development projects, which have been widely publicized in the media and so have raised the profile of the department's work.

	2004	2005	2007
5 – Excellent	9.5%	6.8%	11.8%
4 – Good	26.5%	29.8%	33.3%
3 – Average	39.8%	38.0%	29.0%
2 – Poor	13.8%	13.0%	7.8%
1 – Very poor	3.3%	6.0%	2.8%
Don't know	7.3%	6.5%	15.5%
Good / Excellent combined	36.0%	36.6%	45.0%
Poor / Very Poor combined	17.1%	19.0%	10.5%
Mean Response (1 to 5)	3.27	3.20	3.51

Finally, the rating by citizens of the level of growth in Saco for this year's survey yielded one of the most significant findings for the year.. In prior year's, about 44% of respondents rated growth in the City as "too much," while a narrow majority rated it as "about right" or as "too little," but in this year's survey the "too much" rating fell to 23.8%. A solid majority (60.5%) rated growth as "about right" and the percent respondents for "too little" also increased noticeably (9.8%). While these shifts in opinion may be anomalies, it does seem possible that the recent finalization of two major and highly publicized projects has played a role in changing citizen opinion about the appropriateness of Saco's level of growth, especially among respondents who are men and citizens who have been in Saco 5 years or fewer.



As noted in past reports, the departmental ratings seem to reflect possible dissatisfaction but also likely reflect lack of awareness about departmental performance (as so many respondents did not know how to rate the actual department). When coupled with the improved ratings by citizens for planning for growth and the increased approval ratings of Saco's level of growth, areas that impact every citizen, it appears that the Planning and Economic Development Department has achieved some significant satisfaction gains.

City Clerk and General Assistance

Michele Hughes, Deputy City Clerk
General Assistance Director
Mhughes@sacomaine.org (207) 282-8206

Lucette Pellerin, City Clerk
lpellerin@sacomaine.org
(207)284-4831



Mission Statement: The office of the City Clerk will strive to deliver the highest level of professionalism and customer service to the residents of Saco. We will through dedicated employees continue to be stewards of Municipal records providing reasonable access to said records, conduct elections enabling our residents to exercise their Constitutional rights and provide financial assistance to indigent people from our community.

Scope of Operations:

- Maintains all municipal records, including Vital Statistics: births, marriages and deaths; those relating to State of Maine requirements: hunting and fishing licenses, dog licenses, and those relating to City of Saco requirements: business licenses, Camp Ellis permits, permits for miscellaneous vendors, moorings, taxi drivers and taxi businesses, and victualers.
- Maintains records of Annual Reports and City Council Meeting minutes.
- Maintains permanent records of the City, such as the easements it holds, titles to City owned vehicles, contracts the City has with vendors, etc.
- Oversees all Voter Registration efforts and all elections for the City.
- Responsible for administering the General Assistance Office, which provides assistance to community members requiring financial aid from the City.

Use of Resources:

2 full time employees, 2 part-time employees (Voter Registration), and approximately 45 paid temporary helpers to man polls during elections.

Comparison to City Clerk departments in neighboring towns of similar size and overall budget:

Biddeford has 6 FT employees, while Scarborough has 2.5 FT, plus 3 PT employees.

City Clerk's Office utilized .56%* of the FY07 (.53%* FY06; .44% FY05; .48% FY04) city services budget. Here are two other ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of \$13.70* (FY06=\$13.00*; FY 05=\$10.90; FY 04=\$10.65).
- For an average home valued at \$230,000, \$16.36* of the \$2,928 property tax bill in FY07 funded the Clerk's office (\$15.80* of the \$2,981 property tax bill in FY06; \$10.49 of the \$2,385 property tax bill in FY05).

VITAL STATISTICS	2007	2006	2005	2004	2003	2002
BIRTH	122	171	204	211	175	193
DEATH	225	205	179	157	152	185
MARRIAGE	130	135	130	146	114	169

The impact of the City Clerk's mission and three service delivery goals modestly influences the city's Technological Innovation and Implementation strategic goal.

Department Service Delivery Goals and Performance Data:

GOAL 1) To assure that the Vital Records, as well as permanent records in our care, meet State Required mandates in order to preserve the history for future generations.

As mandated by State law, archived records must be refurbished as needed in order to preserve them. The condition and age of the books where statistics are recorded determines the restoration process. Records date back to 1796, so there are numerous volumes of records where the ink and paper, as well as the bindings, are seriously deteriorated, and many cannot be scanned electronically in order to archive them. One book of such recorded statistics costs about \$2,000 to be permanently restored and about 4 months for an outside vendor to accomplish. Thus, this process is both costly and time consuming.

PERFORMANCE DATA: To have at least one volume of older Vital Records that requires restoration successfully restored per year, and to continue to capture all older records through the scanning process, such that all records are permanently archived electronically by 2015.

- Since 2001, all records have been electronically captured, as well as permanently archived.
- There are 60 volumes of old books, 38 of which are in good physical condition. Of the 22 remaining that require work, 17 (16 in FY06, 15 in FY05, and 12 in FY04), 78%, have been restored in the last 14 years. The amount of completed scanning work and work to be done will be tracked and reported in FY08 when a new Laserfiche system is implemented.

>>>>Data from actual count of books of Vital Records.

GOAL 2) To provide timely financial assistance to all people who apply for and are determined eligible for the assistance. The General Assistance Office will give referrals to other organizations that may also be able to provide financial assistance or services.

The General Assistance Office has regular hours on Tuesdays and Thursdays, and offers emergency hours as needed on Mondays, Wednesdays and Fridays, for those seeking financial assistance.

PERFORMANCE DATA: Tracking the time from when a qualified applicant enters the general assistance system to when their application is processed, with a goal of within 24 hours.

	<u>Clients Seen</u>	<u>Clients Qualified</u>
FY04	100	79 (79% of total)
FY05	109	85 (78% of total)
FY06	121	106 (88% of total)
FY07	148	130 (88% of total)

All qualifying candidates were provided assistance within 24 hours .

>>>>Data from records maintained for the State of Maine.

GOAL 3) To conduct elections in a manner that will enable our residents to exercise their Constitutional rights in a timely manner, while avoiding parking issues and ensuring child safety at polling places.

The City Clerk coordinates with the School Department as a majority of all voting places are in local schools.

PERFORMANCE DATA:

- (a) In years with no presidential election, no one voting waits more than two minutes to cast their ballot, and in years with presidential elections, no one voting waits more than ten minutes to cast their ballot per election;
- (b) to have no more than 2 parking complaints per election;
- (c) to have no complaints involving child safety at the polls per election; and
- (d) to have absentee ballots mailed out the same day as requested each election.

	Average Wait Time	Parking Complaints	Child Safety Issues	Absentee Ballots Mailing Times
FY01	>2 mins	1 major issue	o	same day
FY02	>2 mins	o	o	same day
FY03	>2 mins	o	o	same day
FY04	>10 mins	o	o	same day
FY05	>2 mins	o	o	same day
FY06	>2 mins	o	o	1 absentee ballot request lost and mailed late
FY07	>2 mins	o	o	1 complaint related to waiting to be issued an absentee ballot

>>>>Data from anecdotal records of complaints kept by City Clerk.

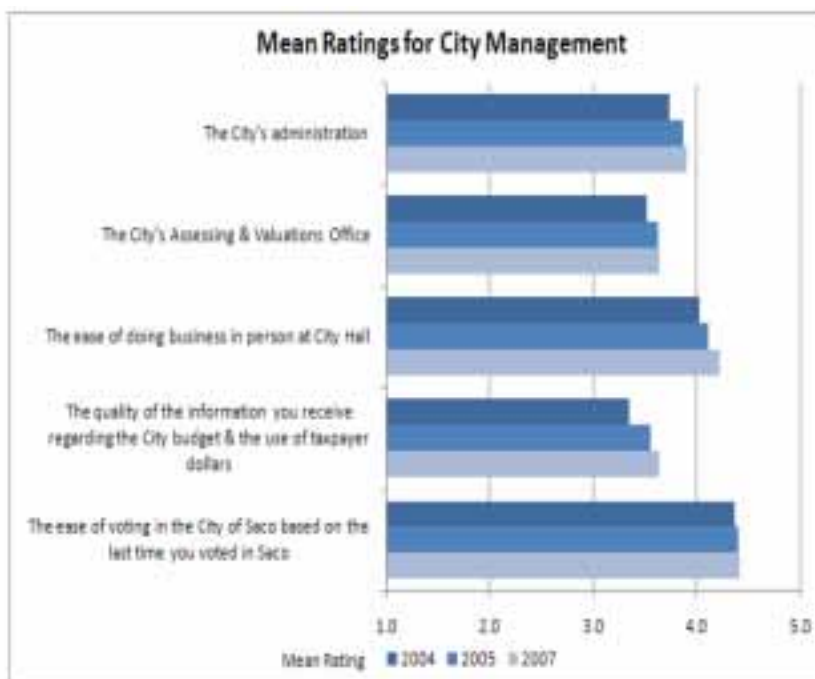
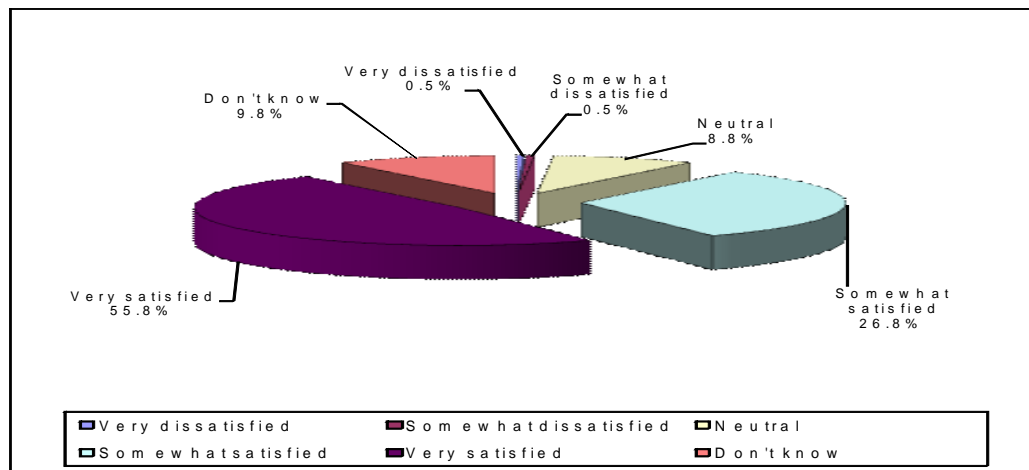
Next Steps:

The City Clerk still plans to implement a system using laptops to resolve problems during elections, whereby registrars could access the complete permanent voter registration records at City Hall and not solely rely on paper reports at each individual voting place. The laptop system would cut down on the high volume of calls the City Clerk's office fields during elections regarding voter registration issues and improve the voting process, but it has yet to be prioritized for funding. For FY08, the City Clerk is reviewing processes for issuing of absentee ballots in anticipation of heavy voter turnout for the presidential election, along with increased use of voting by absentee ballot across the state.

Citizen Input/Survey:

Citizen ratings of the perceived importance of the Clerk department's three service delivery goals are being gathered at this time. Citizens continued to rate the elections process positively for FY07: over 80% of respondents were "very satisfied" (48.5%) or "somewhat satisfied" (32.0%), with a mean rating of 4.41 on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied," which results show no significant change from prior years..

As well, for FY07 77.5% of citizens surveyed responding that they are "somewhat satisfied" (34%) or "very satisfied" (43.5%), with the "ease of doing business in person at City Hall," which includes transactions at the Clerk's office. These ratings show slight improvement over FY05 and FY04 survey results.



Citizen rating of the Administrator's Office, Finance Department and City Clerk's Office combined were fairly positive with a mean rating of 3.9 in FY07 (up from 3.86 in FY05 and 3.73 in FY04) on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied." However, a large percent of respondents (16.5%) remain "neutral," neither satisfied nor dissatisfied, with the overall performance of City Administration and another 18.5% "don't know" how to rate their satisfaction level. This indicates citizens feel there is room for improvement, especially for those younger or higher income, who were less satisfied than others.

Police Department

Brad Paul, Police Chief

bpaul@sacomaine.org

(207)282-8214



Mission Statement: With dedication, pride and commitment, we serve in partnership with our citizens to provide a safer, healthier and peaceful environment.

Scope of Operations:

- Responded to 25,165 calls for service in FY07, including both traffic stops (about 35% of total calls) and responses to incidents such as robberies, assaults, burglaries, thefts and vehicle thefts (about 65% of total calls). Aside from traffic stops, the majority of the calls for police service involve theft and assault, including domestic violence incidents.

Use of Resources:

33 full time sworn officers (plus a full time regional drug enforcement position whose work is primarily outside of the city) , 3 support staff and 9 dispatchers.

According to data gathered from the US Department of Justice, a New England city of Saco's size can be expected to have a total Police Department staff of about 37 (Ammons, p 300), not including Dispatch personnel.

Law Enforcement Staffing Levels in US Cities, 1998

Full time law enforcement employees and officers per 1,000 inhabitants by population cluster:

	<u>All cities</u>		<u>10,000-24,999</u>	
Region	Employees	Officers	Employees	Officers
All cities	3.1	2.4	2.4	1.9
Northeast	3.5	2.8	2.1	1.8
New England	2.7	2.2	2.2	1.9
Saco	--	--	2.14*	1.96

(FY07) *Does not include Dispatch, as comparative data does not.

The 24 Patrol Officers handled approximately 1049 calls each in FY07 (1,028 FY06; 1,024 FY05).

The Police Department utilized 8.61%* of the FY07 (7.95* FY06; 6.06% FY05; 6.34% FY04) city services budget. Here are two ways to consider this cost to citizens:

- Per capita cost to citizens in FY07 of \$211.05* (FY06=\$194.88*; FY05=\$146.73; FY04=\$140.35).
- For an average home valued at \$230,000, \$252.10 of \$2,928 property tax bill in FY07 (\$236.99 of the \$2,981 property bill in FY06; \$144.53 of the \$2,385 property tax bill in FY 05) funded the Police Department.

* this figure now includes employee benefits.

The impact of the Police Departments mission and three service delivery goals heavily influence on the city's strategic goal of ensuring Public Safety.

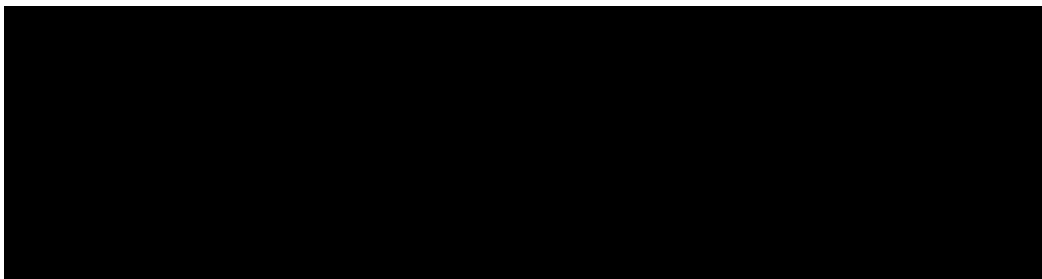
Department Service Delivery Goals and Performance Data:

GOAL 1) To make our community safer by increasing compliance with posted speed limits through the thoughtful and creative allocation of sufficient resources.

The majority of police calls involve traffic stops, thus the department works to address this issue with a specific program geared to re-educating drivers to obey speed limits through deterrence, including before-and-after assessments conducted with the aid of an automated traffic recorder to accurately tabulate traffic speed and peak usage times.

PERFORMANCE DATA: To reduce speeding violations in a targeted neighborhood by 20% following the implementation of a remediation effort.

The STEP (Selective Traffic Enforcement Program) was implemented this year at Water St only, due to ongoing issues with equipment.



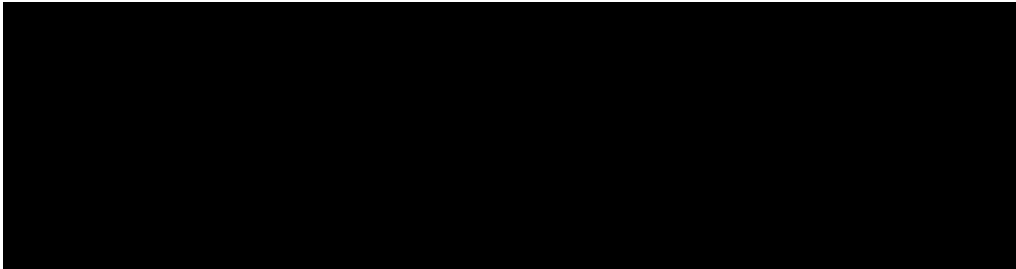
Results show that that a multifaceted approach to speed reduction: enforcement, publicity and education, achieve some measurable results. For FY08, the STEP program will be continued but further measures are planned for assessing Police performance as this program has not proven highly sustainable.

>>>Data from Police Department records. FY06 data for Cumberland Ave effort was lost when the automated traffic recorder failed.

GOAL 2) To reduce the amount of time between the initial report of an incident of domestic violence and the arrival of officers on-scene to provide intervention and support to victims.

Rapid police response to domestic violence incidents can often be a primary factor in keeping victims safe and preventing further injury to victims and family members.

PERFORMANCE DATA: To arrive at the scene of a reported domestic disturbance within five minutes at least 80% of the time.

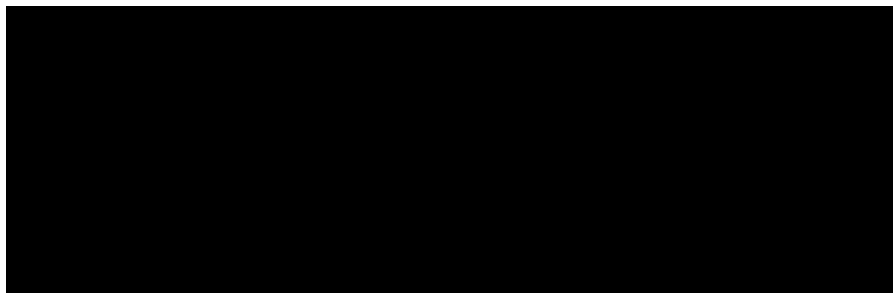


>>>>Data from dispatch software. Note shift from calendar year to fiscal year reporting.

Actual results for FY07 are short of the goal; influencing this is the volume of such calls, which have almost doubled, yet average response time still falls within the target. For FY08, the department will look at this issue as well, especially the increase in calls and possible problems with logging call times correctly.

GOAL 3) To improve officer/citizen relationships by increasing the number of non-enforcement contacts between uniformed officers and citizens.

PERFORMANCE DATA: Officers achieve and maintain an average of at least one positive community contact per week during the year.

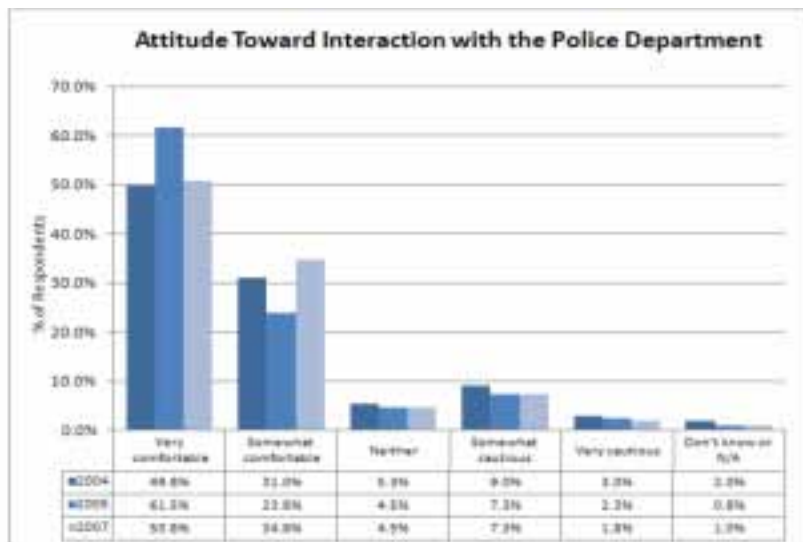
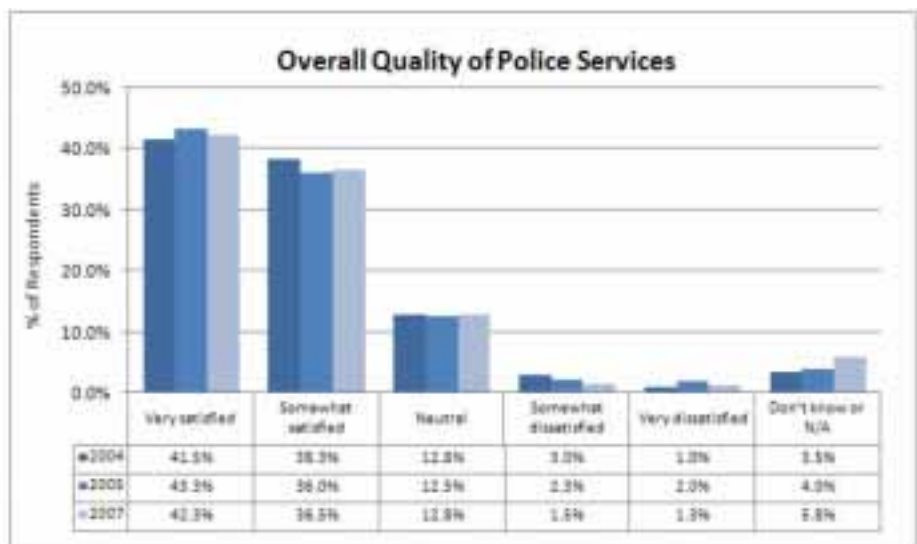


In FY07, the weekly average that is flat from FY06 means senior staff has to more strongly endorse making and accurately tracking contacts.

>>>>Data from police department records. Note shift from calendar year to fiscal year reporting.

Citizen Survey:

Citizen ratings of the perceived importance of the Police Department's three service delivery goals are being gathered at this time. The Police Department continued to rate positively overall for service delivery in FY07, especially among residents 55 and older and women.



When asked about interacting with the Saco Police Department in Yo7, over 85% of citizens surveyed responded that they would feel “very comfortable” or “somewhat comfortable,” regardless of respondents’ demographics. This is similar to prior survey results and echoes citizens ongoing reported feelings of safety within the City.

FY07 survey results continue to indicate citizens are less satisfied with traffic enforcement than with other areas of police performance, especially among residents aged 18-54. The ratings of “Neighborhood Policing, including domestic violence prevention” was influenced by a high percent of respondents who answered “don’t know,” but it is still a rating to consider in light of response time concerns police have based on FY07 results.

		1 – Very dissatisfied	2 – Somewhat dissatisfied	3 – Neutral	4 – Somewhat satisfied	5 – Very satisfied	Don't know or N/A	Mean Response
Neighborhood policing, including domestic violence prevention	2004	1.3%	2.8%	11.5%	26.5%	22.8%	35.3%	4.03
	2005	3.3%	3.5%	19.0%	25.5%	25.5%	23.3%	3.87
	2007	1.0%	3.0%	14.0%	30.5%	30.3%	21.3%	4.09
The City's overall efforts to prevent crime	2004	1.0%	2.0%	14.5%	44.8%	28.8%	9.0%	4.08
	2005	1.0%	3.3%	14.3%	43.8%	28.0%	9.8%	4.05
	2007	1.5%	0.5%	14.5%	39.5%	29.5%	14.5%	4.11
The enforcement of local traffic laws	2004	2.8%	10.3%	20.8%	37.8%	25.5%	3.0%	3.75
	2005	4.8%	8.3%	18.5%	38.5%	25.8%	4.3%	3.75
	2007	2.0%	9.0%	16.8%	40.0%	29.3%	3.0%	3.88

Wastewater Treatment Plant

Howard Carter, Director

hcarter@sacomaine.org

(207) 282 -3564

Mission Statement: The City of Saco Wastewater Treatment Plant will provide our customers with high quality wastewater services through responsible, sustainable, and creative stewardship of the resources and assets we manage. We will do this with a productive and talented work force, while always striving for excellence.

Scope of Operations:

- Licensed to process up to 4.2 million gallons of wastewater per day (MGD).
- In FY07, the plant had an actual average daily flow of approximately 2.29 million gallons (2.52 million gallons in FY06, 2.6 million gallons in FY05, 2 million gallons in FY04) of wastewater it treated, which was comprised of wastewater from residential and commercial sewers, from industrial sources, and from storm-water flow.
- Maintain 29 pumping stations throughout the city (sewer lines are maintained by Public Works), as well as the workings at the Plant itself, including a computerized system for monitoring a continuous flow process of aeration, settling, and then finally the disinfection of the remaining solids (known as sludge), which is then composted for beneficial reuse.
- Billing of system users (collected by Finance).

Use of Resources:

11 full time employees.

Nearby cities of similar size, Biddeford and Scarborough (with no Combined Sewer Overflow System), employ 15 and 13 staff at their Wastewater Treatment Plants, respectively. Biddeford has an average flow of approximately 3.5 MGD, and Scarborough has an average flow of approximately 1.8 MGD.

The Wastewater Treatment Plant does not utilize any tax base dollars to perform their duties. Rather, user fees adequately support operations of the facility.

The impact of the Wastewater Treatment Plant's mission and three service delivery goals heavily influence on the city's strategic goals of Meeting New Environmental Regulation Challenges, and Infrastructure and Capital Development and Maintenance.

Department Service Delivery Goals and Performance Data:

GOAL 1) To protect the waterways of Saco through the effective and reliable operation and maintenance of the wastewater collection and treatment systems. We will manage our resources and assets in an environmentally responsible manner, while maintaining regulatory requirements and mandates.

The operation of the Wastewater Treatment Plant is fundamental for ensuring the ongoing environmental health of the City of Saco, and its operations are subject to a variety of local, state and federal regulations.

PERFORMANCE DATA: To meet all Federal, State and Local environmental regulations, while minimizing inflow and infiltration into the combined wastewater collection system thus increasing capacity for growth. This can be measured by (a) the number of times there are CSO's (Combined Sewer Overflows) into the Saco River and the severity of each occurrence; and (b) the number of monthly permit violations that occur within a year.. The chart following details permit violations and CSO events of the four last years.

>>>>Data that follows is from department records maintained for state and federal reporting.

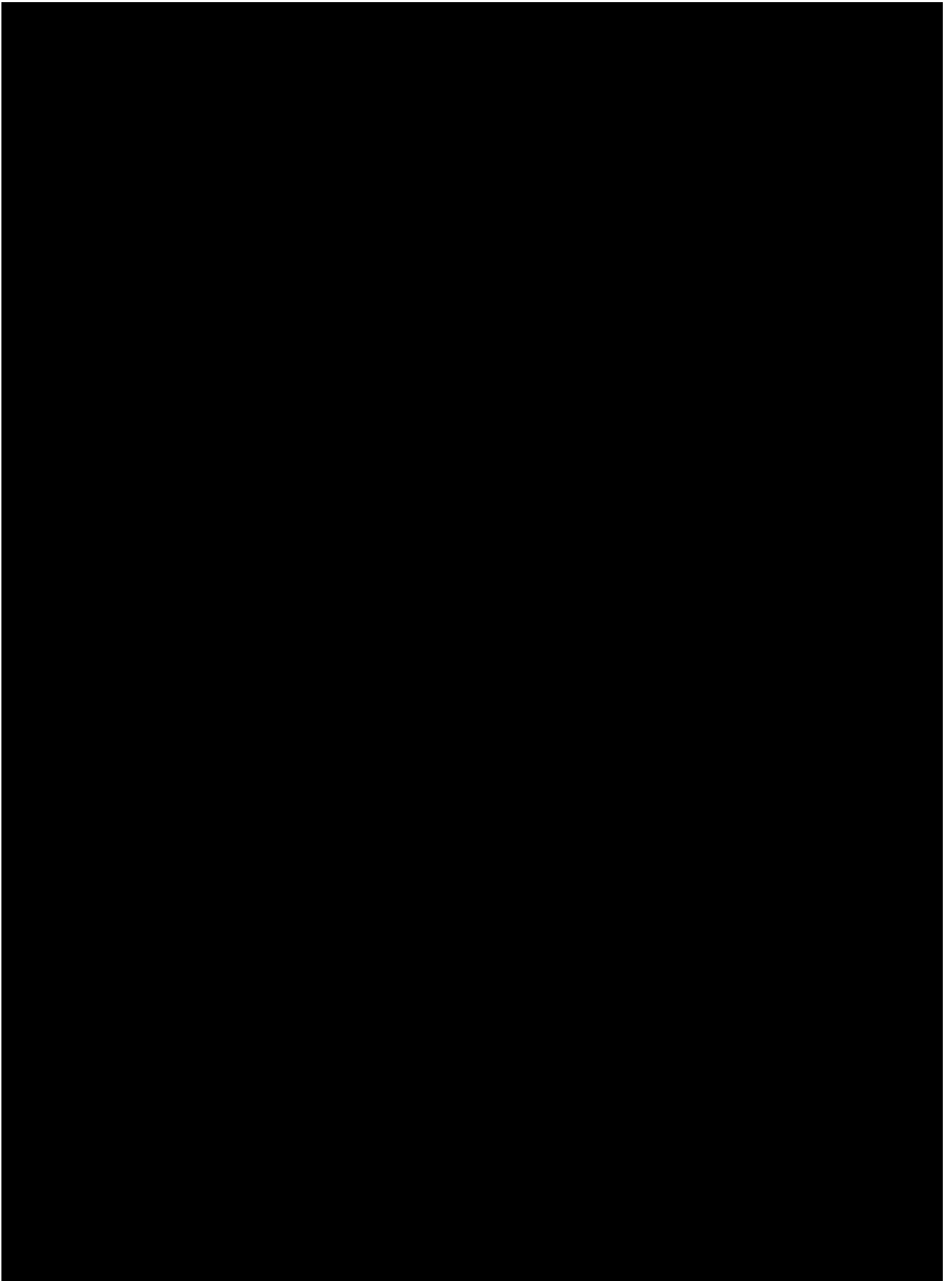
(A) CSO occurs when the collection system for wastewater is overwhelmed with wastewater coming in, for instance during a significant rainstorm, such that overflow occurs and, instead of passing through the treatment system, wastewater passes directly into the Saco River. If the collection system is well maintained and has adequate capacity versus demand, these occurrences should be infrequent and minor in terms of volume passing untreated.

*The following awards have been received by the Saco Wastewater Treatment Plant for their CSO efforts: *US EPA 2000 National first place award for Combined Sewer Overflow (CSO) control program excellence *US EPA Region 1 2002 Operations and Maintenance Excellence Award*

(B) A permit violation occurs when the quality of treated water as it leaves the system is sub-standard in any of several ways – the treated water has: a high level of total suspended solids (TSS) or of biological oxygen demand (BOD); traces of fecal matter remaining; and/or improper PH levels (how acidic versus how alkaline it is).

TSS remaining in treated water is harmful to other living creatures, and a high BOD means that the treated water does not have enough oxygen to support life. “Most cities that routinely report BOD and TSS removal indicate high percentages removed – often well above 90%.” (Ammons, p 454) Similarly, remaining fecal matter and improper PH levels of treated water essentially means output water is still polluted.

Ammons, D.N. (2001). Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards (2nd ed.). Sage Publications.



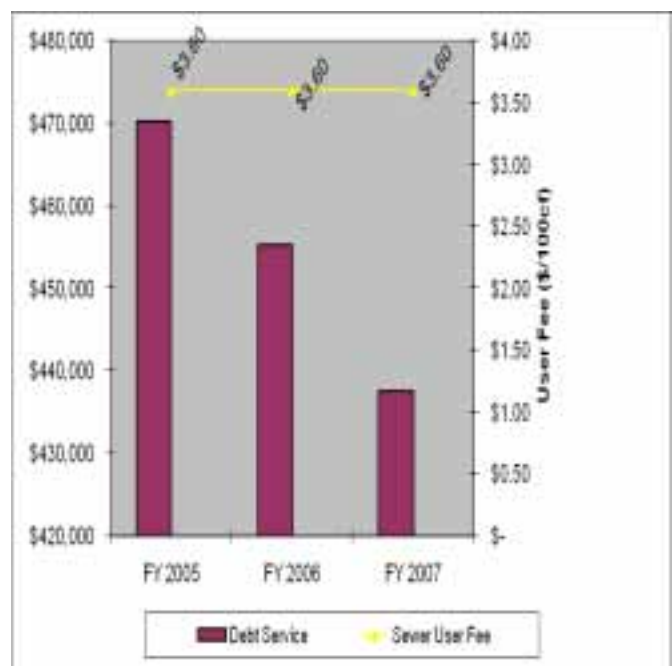
The current plan for establishing benchmarks for performance and setting targets for the future is to continue to balance cost effective improvements to the system alongside appropriate capacity upgrades with a goal of no permit violations, but no defined target for CSO events. Setting targets for CSO events, such as “no more than 3 per month” or “no more than 1 per month of reportable severity,” continues to be a challenge for the Wastewater Treatment Plant staff because such incidences are primarily weather driven and the system has an existing capacity that can be exceeded in unusual circumstances. It isn’t cost effective to upgrade the system to anticipate all such possibilities, and it also is possible to overbuild a system resulting in negative environmental consequences. The Wastewater Treatment Plant upgrades begun in FYo6 specifically addressed capacity issues, CSO issues, and noise and odor issues, and the final phase to improve nitrogen removal was completed in April 2007.

GOAL 2) We will perform all services in a financially sound and responsible manner with sufficient resources to properly operate and fully maintain the wastewater system. We will continue to be guided by cost-of-service principles with regards to our rates, fees and charges, as we rely on user fees for funding operations. We are committed to continuous improvements in all of our services and will provide high value to our customers.

To maintain the system optimally and affordably, the staff must balance managing costs to users with providing the best possible service, keeping the system operational and efficient, and maintaining the infrastructure.

PERFORMANCE DATA: To maintain a fair and stable fee structure while minimizing debt service and minimizing infrastructure deterioration. This is measured by managing user fees and debt service such that debt service does not exceed 25% of budgeted revenues (collections from user fees). The idea is to manage fees fairly for users, while also maintaining adequate investment in operations and the infrastructure of the plant to maintain the system for the long term.

>>>>Data from Finance audited reports.

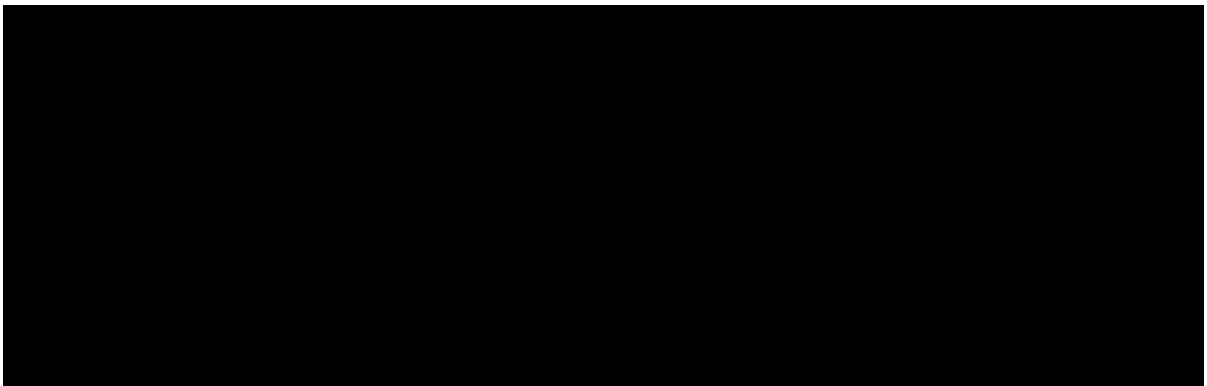


A rate increase in FYo4 for users for the first time in 7 years was then adjusted down for FYo5, and then held for FYo6 and FYo7, with ongoing facility improvements .

GOAL 3) We will seek innovation and creativity in accomplishing our mission and enhancing our services.

Through improvements in technology and processes, operation of the Wastewater Treatment Plant can be optimized in order to meet the growing demand from users.

PERFORMANCE DATA: Identification of new technologies and processes that will allow for better performance and to keep up with the growth within the city, while maintaining a stable and consistent workforce. This can be measured by tracking the number of users on the wastewater system versus the number of full time equivalent employees.

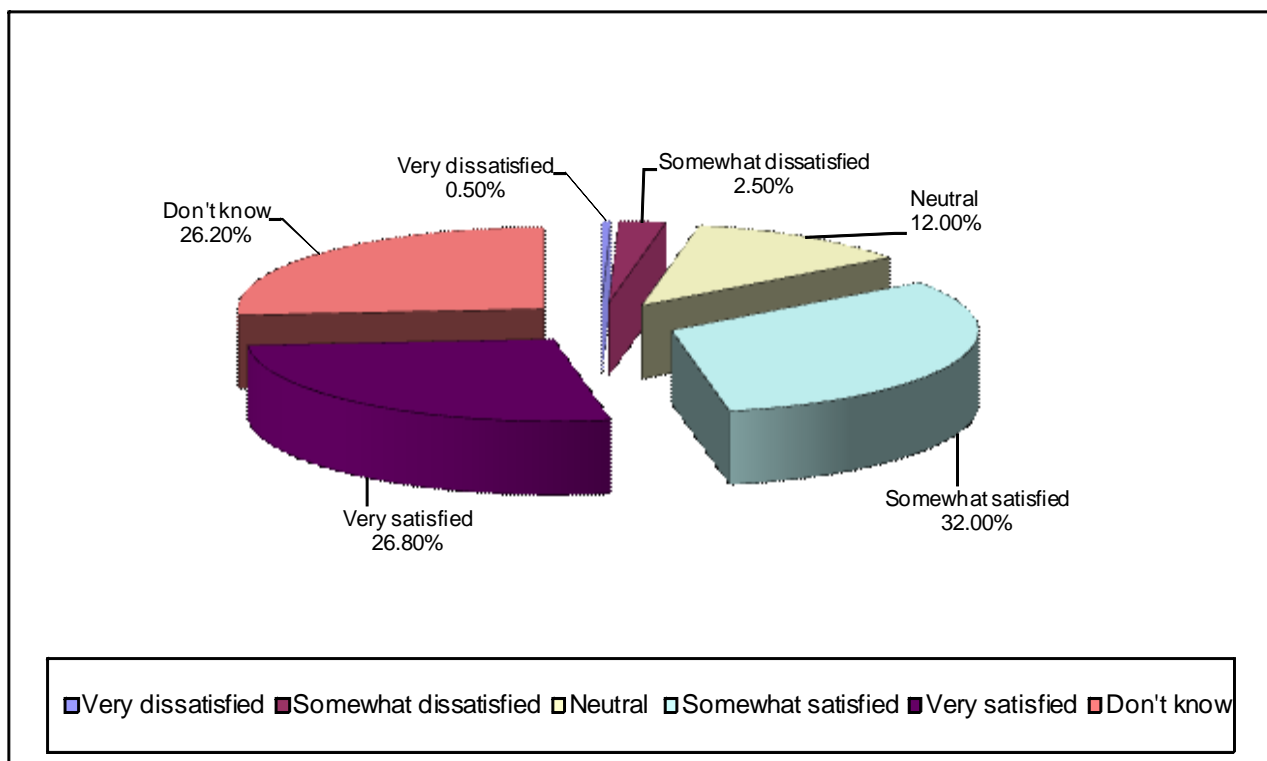


>>>>Data from department records.

Citizen Input/Survey:

Citizen ratings of the perceived importance of the Waste Water Treatment Plant's three service delivery goals are being gathered at this time

The Wastewater Treatment Plant rated positively by citizens surveyed in FY07 with a mean rating of 4.11 (4.21 in FY05 and 4.01 in FY04) on the scale of 1 to 5 where 1 means "very dissatisfied" and 5 means "very satisfied." However, 26.3% of respondents in FY07, similar to FY05 and FY04 responses, "don't know" how to rate the Wastewater Treatment Plant., likely as some people are not concerned, or do not wish to be concerned, with issues about wastewater treatment, unless, perhaps, there is a problem. Of note, new residents (in Saco for 5 years or fewer), those with incomes of \$50-75k, and citizens with 4 years or more of college rated this area less positively.



The upgrades to the City's Wastewater Treatment Plant, including addressing noise from old blowers and improved odor control as previously noted, does not seem to have influenced citizen satisfaction with this city service delivery function.

School Department

Our vision statement, “Home, School and Community, A Collaborative Adventure in Life-Long Learning,” guides the efforts of the Saco School Community. We are firmly committed to making this vision a reality for all our wonderful students.

Superintendent’s Statement

Michael L. Lafortune

Another year has come and gone. A year that was both exciting and challenging. With the introduction of a new State law on school consolidation, we were busy organizing and planning in a Regional Planning Committee. Many citizens and volunteers were, and still are, involved in this process. We will be bringing our Regional School Unit plans consisting of Old Orchard Beach, Saco, and Dayton to the public this summer and fall.

Educationally, we continue to see steady improvement in our K-12 system. Working closely with Thornton Academy, we strive to create exciting learning opportunities for all students. This is a huge challenge, one we continue to meet thanks to our dedicated teachers and staff. Our volunteers contribute enormously to our success and always offer their unwavering support.

I sincerely want to thank our Board of Education, the City Council, our caring professionals and support staff, for their hard work and dedication. Their efforts really make a difference in supporting our wonderful students.

ENROLLMENTS

Gov. Fairfield	277
Young	275
C.K. Burns	587
Saco Middle	731
Saco Transition Program	19
Thornton Academy	977

Respectfully submitted,

Michael L. Lafortune
Superintendent of Schools

School Department Cont....

FINANCIAL STATEMENT SACO SCHOOL DEPARTMENT 2005, 2006 & 2007 ACTUALS

REVENUES	FY 2007	FY 2006	% Variance FY 06 to 07 Favorable (+) Unfavorable (-)	FY 2005
City Assessment	\$ 14,065,854	\$ 13,508,865	4.12% +	\$ 14,112,298
State Shared Revenues	\$ 10,487,849	\$ 9,834,124	6.65% +	\$ 8,076,047
Charges for Services	\$ 755,272	\$ 806,945	-6.40% -	\$ 499,249
Other Revenues	\$ 69,584	\$ 18,684	272.43% +	\$ 14,772
Grant Receipts	\$ 1,347,044	\$ 1,290,943	4.35% +	\$ 1,167,186
Food Services Program	\$ 591,460	\$ 575,671	2.74% +	\$ 585,009
TOTAL	\$ 27,317,063	\$ 26,035,232	4.92% +	\$ 24,454,561
EXPENDITURES				
Instruction	\$ 19,119,224	\$ 17,994,434	6.25% -	\$ 17,318,910
Student Support Services	\$ 821,313	\$ 749,556	9.57% -	\$ 751,128
General Administration	\$ 628,384	\$ 507,770	23.75% -	\$ 487,367
School Administration	\$ 805,595	\$ 803,601	0.25% -	\$ 744,936
Operation & Maintenance of Plant	\$ 2,010,797	\$ 2,029,484	-0.92% +	\$ 1,801,001
School Lunch	\$ -	\$ -	0.00% +	\$ 11,429
Capital Improvements	\$ 131,506	\$ 86,146	52.65% -	\$ 100,000
Student Transportation	\$ 835,564	\$ 667,392	25.20% -	\$ 777,812
Debt Service	\$ 947,991	\$ 975,881	-2.86% +	\$ 1,003,771
Grant Programs	\$ 1,288,932	\$ 1,200,677	2.24% -	\$ 1,183,902
Food Services Program	\$ 578,110	\$ 619,488	-6.68% +	\$ 590,220
TOTAL	\$ 27,167,416	\$ 25,694,429	5.73% -	\$ 24,770,476
Excess (deficiency) of revenues over (under) expenditures	\$ 149,647	\$ 340,803	-56.09% -	\$ (315,915)
Excess (deficiency) of revenues over (under) expenditures - By Fund:				
General Fund	\$ 78,185	\$ 354,354	-77.94% -	\$ (293,988)
Grant Programs	\$ 58,112	\$ 30,266	92.00% +	\$ (16,716)
Food Services Program	\$ 13,350	\$ (43,817)	130.47% +	\$ (5,211)
Total Special Revenue Fund	\$ 71,462	\$ (13,551)	627.36% +	\$ (21,927)
TOTAL ANNUAL EXCESS (DEFICIENCY)	\$ 149,647	\$ 340,803	-56.09% -	\$ (315,915)
ACCUMULATED FUND BALANCES				
General Fund - Designated	\$ 429,634	\$ 294,645	45.81% +	\$ 376,215
General Fund - Undesignated	\$ 432,528	\$ 429,634	0.67% +	\$ 54,135
Grant Programs	\$ 308,737	\$ 250,625	23.19% +	\$ 220,359
Food Services Program	\$ (13,477)	\$ (26,827)	49.76% +	\$ 16,990
TOTAL FUND BALANCES	\$ 1,157,422	\$ 948,077	22.08% +	\$ 667,699

City of Saco

Board of Education

The Board of Education consists of seven members elected by ward by the voters. Maine School law sets the duties of the Board which involve governance, management and operation of the public schools, including the appointment of the Superintendent of Schools and furnishing a budget request for the support of the public schools to the Council, Mayor, and City Administrator.



Front Row (begin left) - Beth Johnston - Mike Lafortune, Superintendent of Schools,
Lorraine Whelan

Back Row (begin left) - David Versel - Mayor Mark Johnston -
Jeffrey Robinson - Daniel Cabral - David Galli, Vice Chair

Dyer Library/Saco Museum

The trustees, staff and volunteers of the Dyer Library/Saco Museum are pleased to present our annual report for the year ending December 31, 2007. The Dyer Library and Saco Museum continue to be valuable assets and resources for the citizens of Saco, offering a public library, the Roy P. Fairfield Maine History Center (a wonderful collection of local and regional history materials and a fabulous resource for genealogists) and the Saco Museum, offering a collection of regional art, history and natural history materials to delight and educate audiences of all ages.



Saco Museum

All three of these are operated by the private, non-profit Dyer Library Association with about 60% of our funding coming from the City of Saco and the rest from annual fund donations, corporate sponsorships, grants and income from a modest endowment.

During the past year all three of our operations have shown continued growth with library visitation at about 180,000 a year and another 10,000 visitors at the museum. Children's Room use continued to rise, as many school children visit for programs during the school day—and then come back again with their families during the evening! Thanks to a very generous donation from David and Deborah Bedard Ward, we were able to convert two large closets near the Children's Room into a lovely book nook for chapter books, adding a significant amount of shelving (and seating) without a costly addition to the building. With new bean bag chairs, the area has instantly become popular, especially after school. The Young Adult area has also seen a lot of growth and is rarely unoccupied.

Under the leadership of Andrea Cochrane, the Saco Museum presented a large number of compelling and popular exhibits this year. The year included the always popular Student Art Show, a small exhibit of Old Orchard Beach history, and a major exhibit, "Merit is Better than Fame," about Maine's role in the Civil War. The year ended with another gorgeous Festival of Trees celebration. In 2007 we also welcomed home our paintings by John Brewster, Jr. that had been on a national tour for two years. And finally, we hung up the four wonderful paintings (two by renowned artist Albert Bierstadt) given to the museum in the bequest of Mary Merrill. In a wonderful example of a creative economy, we were able to construct a badly needed new wheelchair ramp for the museum. A grant from Lowe's provided the materials, the Saco Bay Rotary Club tore down and removed the old ramp, and dedicated, talented students from the Biddeford Regional Center for Technology worked in all kinds of bad weather to construct the *perfect* new ramp.

The combined institutions of the Dyer Library and Saco Museum continue to be valuable cultural assets, helping to build a sense of community that is attractive to business leaders, citizens and visitors. We strive to meet (and exceed) the lifelong learning needs of our community and thank you for your continued, enthusiastic support!

John Anagnostis
President, Board of Trustees

Leslie Rounds
Executive Director

SUSAN M. COLLINS
MAINE

413 DIXON SENATE OFFICE BUILDING
WASHINGTON, DC 20510-1904
(202) 224-2923
(202) 724-2889 (TDD)

COMMITTEES:
HOMELAND SECURITY AND
GOVERNMENTAL AFFAIRS,
Revenue Matters
ARMED SERVICES
SPECIAL COMMITTEE
ON AGING

United States Senate

WASHINGTON, DC 20510-1904

January 2008

Dear Citizens of Saco:

As we mark the beginning of 2008, I welcome this opportunity to share some of the work I've done during the past year representing Maine in the United States Senate.

Maine plays a critical role in our national security through the men and women who serve in our active duty forces and our National Guard and Reserves and through the skilled employees who work at our defense businesses and installations. As a member of the Senate Armed Services Committee, I successfully supported the vital work at Bath Iron Works, Pratt & Whitney, the Portsmouth Naval Shipyard, and the Defense Finance and Accounting Center, as well as at smaller companies like Hodgdon Yachts and Global Research Technologies.

On the Senate Homeland Security Committee, I have worked to better protect our nation against the threat of terrorist attacks and to strengthen the federal partnership with our emergency managers and first responders in responding to natural disasters. The disruption of terrorist plots last year and the improved federal response to natural disasters, such as the Patriots' Day storm here in Maine and the wildfires in California, demonstrate that these efforts are producing real results. Building on our past successful efforts to reform the intelligence community and to increase security at our nation's seaports and chemical facilities, I worked with Senator Joe Lieberman again, to gain approval of a new law further strengthening our homeland security.

With so many pressing needs in this country, we cannot afford to see taxpayers' dollars lost to waste, fraud, and abuse. Working with the Inspectors General, I have written a bipartisan bill to reform wasteful government contracting practices. The Senate approved this bill in November, and I hope it will become law later this year.

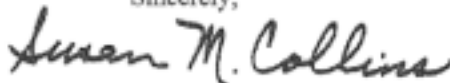
Congress last year passed several bills that I advocated to improve health care, expand aid for education, and protect our environment. These include increased funding for the program to expand access to dental services in rural communities, additional funding for diabetes research, and an extension of a tax deduction for teachers. As a member of the Special Committee on Aging, I worked to create a Task Force on Alzheimer's Disease and introduced a bipartisan bill to block cuts in home health care.

Record-high energy costs are imposing a tremendous burden on our low-income families, truckers, and small businesses. With a bipartisan coalition of Senators, including Olympia Snowe, I fought for increased funding for the Low-Income Home Energy Assistance Program (LIHEAP). We secured a \$400 million increase over last-year's level and will continue to press for additional funding. I also have called upon the Department of Energy to stop buying oil for the Strategic Petroleum Reserve until prices moderate. There is no compelling justification for the Department to take oil off the market at a time when prices are sky high and consumers are struggling to heat their homes and fill their gas tanks.

We need to embrace the goal of energy independence to reduce our reliance on imported oil by developing bio fuels, such as cellulosic ethanol, by increasing fuel efficiency standards for vehicles, and by supporting research into better technology. The new energy law takes significant steps in the right direction.

I am grateful for the opportunity to serve the great State of Maine. If ever I may be of assistance to you, please do contact my York County office at 283-1101.

Sincerely,



Susan M. Collins



SACO RIVER CORRIDOR COMMISSION

“Communities Working Together To Protect Our Rivers”

The Saco River Corridor Commission (SRCC) administers the Saco River Corridor Act, which was established by the legislature in 1973. Through the Act, the Commission helps oversee land use development within 500 to 1,000 feet of the Saco, Ossipee, Little Ossipee Rivers, the Little Ossipee Flowage, and Balch Lake. The Commission is made up of representatives from twenty communities bordering these water bodies. Each of the twenty municipalities has an obligation and opportunity to be represented by one regular and one alternate member who are appointed by the Selectmen or Mayor.

The City of Saco is fortunate to have Mark Johnston and David Tripp as its voice on the Commission. In a practical sense, this voice gives Saco an opportunity to participate in the present and future development patterns throughout the entire corridor. The consideration of permit applications for development is one of the major functions of the Commission. During our past fiscal year, the Commission came together for eleven meetings in which they considered a total of 129 applications for permits and amendments.

We are pleased to report that we have just begun our seventh season of our Saco River Basin Water Quality Monitoring Program. Currently, we have over 25 volunteers monitoring for dissolved oxygen, pH, turbidity, temperature, total Kjeldahl nitrogen, total phosphorus, orthophosphate, and *Escherichia coli*. Our testing takes place on a bi-weekly schedule along the Saco, Ossipee, and Little Ossipee Rivers at thirty-two different locations during the months of April through October. In Saco, we test the waters off the public boat launch at Front Street. All of the information relating to the past six years of the Commission's monitoring program can be found on our website located at www.srcc-maine.org. The intrinsic value of the SRCC's work should be immediately clear to the residents of the City of Saco. Protection and oversight for the water of the Saco River amounts to protection for Saco's drinking water reservoir.

The SRCC continues to work cooperatively with New Hampshire groups - water of which eventually empties into the Saco River - dedicated to the preservation of the natural resources in the Ossipee Watershed. The dedication and cooperation we have witnessed from our volunteers and partners is a testament to their commitment to ensure the quality of the water within the Saco River Basin and to the success of this program.

Saco residents who are interested in obtaining additional information about the Saco River Corridor Commission's work or for a copy of the water quality monitoring information should feel free to call their Commission representative or Dennis Finn, the Commission's Executive Director. The Commission office is located at 81 Maple Street, in the rear of Cote & How Real Estate Office Building at the junctions of routes 25 and 5, I Cornish, Maine (telephone 207-625-8123) and can be found on the web at www.srcc-maine.org.

Conservation Commission

The Saco Conservation Commission meets to discuss the issues that could have a detrimental impact on the natural environment within the boundaries of the City of Saco. The Commission continues to work with the Planning Board on the protection and utilization of environmentally sensitive areas.

The Commission works with the D.P.W. on the Hazardous Waste collection. Scarborough, Biddeford and Saco each have a different date with Old Orchard Beach able to attend any one of them with proper identification. Each year Saco's collection seems to diminish in amounts, since there are three community collections and people are becoming more aware of the dangers of the toxins that reside in their homes they are coming forward at the collections. There are observers from each of the communities present at each of the collection dates.

There were three Commission sponsored Scholarships to the Bryant Pond Conservation School. This is a very good opportunity for children to be immersed in the out-of-doors where they taught to be more aware of how important it is to enjoy but also to have a deep respect for the beauty that surrounds them. They also make new friends and have fun in the process

There were 2 recipients of the 2006 Paul Janson Award for Outstanding Achievements. Elizabeth (Sandy) Shaw a Conservation member that has been diligently looking out for the city's natural environment. For many years she has attended Planning Board meetings to offer commission comments on new projects around the city. She appears before City Council when the Commission feels it necessary to comment on a project. She has been a member of the Beach Profile Team, and has served well as Vice Chair.

The second recipient was a surprised Donna Goulding, Chair, when she was given a Proclamation by the 122nd Legislature of the State of Maine and a letter from Governor Baldacci commending her on protection of the environment and the future of Saco's natural resources and for her work and benefits of her leadership She has worked on the Loosestrife/Galerucella beetle program which is working well to eradicate the invasive Loosestrife plant.

The Loosestrife/Galerucella beetle program is a partnering program with U. S. Fish and Wildlife and has been very successful for the Commission. In two areas the beetles seem to be eating their way through the loosestrife which has disappeared from a space behind DPW building. The two sites along the Industrial Park Road have been reduced to very little and beetles are still being introduced to those areas. A site along the river is beginning to show good signs of being eliminated. More sites are expected to be added to the release areas. We are very happy with the success of this program.

***Our thanks to the Mayor, City Council, City Administrator,
Planning Board, and the Department of Public Works
for their continued assistance in so many of our programs.***

Eastern Trail Progress Report

Saco voters demonstrated their strong support for the Eastern Trail last November by approving by more than 63% a \$500,000 Eastern Trail construction bond. The bond needs to be matched by an additional \$1,200,000 to fully fund Eastern Trail construction from Thornton Academy to Cascade Road, a distance of 4.5 miles. Applications have been made to Maine Department of Transportation and to our Congressional delegation for those matching funds.

By the time you read this, another 1.6 miles of the Eastern Trail will be open. The new section of trail will connect the trail from Scarborough Marsh with Milliken Mills Road in Old Orchard Beach, moving closer to Saco. Plan to walk or bike it this summer. To see just how much progress has already been made, travel the trail from Old Orchard 6.5 miles into Scarborough at the Nonesuch River, mostly off-road greenway, a 13-mile round trip.

Design of another 6.5 miles of Eastern Trail from near Southern Maine Medical Center to West Kennebunk will begin this summer, with construction planned for 2009 and 2010. We expect to cut the ribbon with an opening ceremony in November 2010.

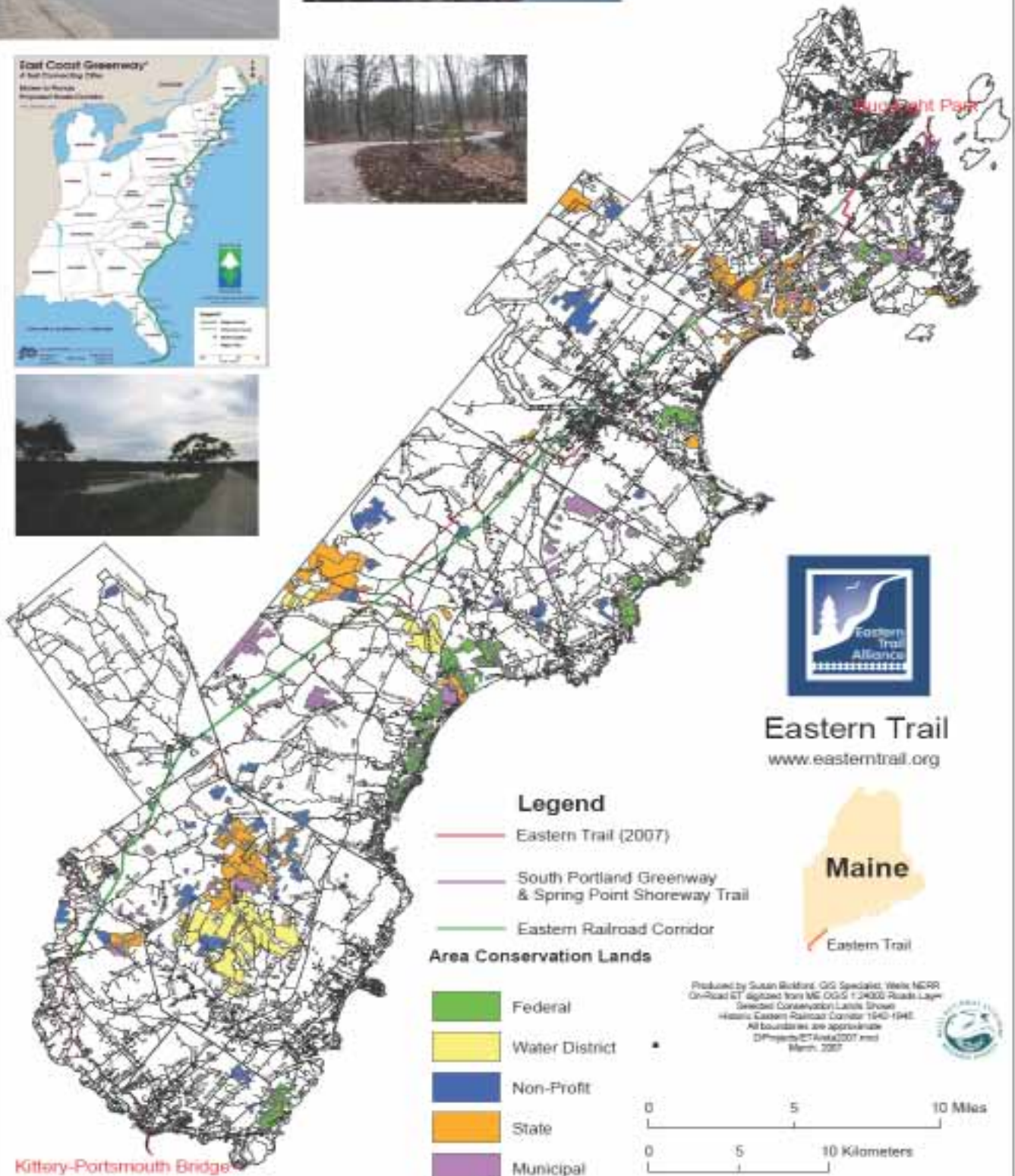
Design of the Eastern Trail from Cascade Road Biddeford should go out to bid this summer. That section will require a pedestrian bridge over Rt. 1 and another over the Saco River from Diamond National Park to a new park now in the work on the Saco River in Biddeford. Saco's trail bond partially funds that section.

In November of 2006, an engineering feasibility study was published offering several options for connecting the new Nonesuch section of the Eastern Trail to South Portland's Wainwright Fields, only a mile away as the crows fly. Can you imagine a trail connecting Saco at Thornton Academy over Rt. 1, across Cascade Road to Scarborough Marsh and on east to South Portland's Greenbelt to end on Casco Bay? The ET is gaining momentum. The vision is becoming a reality.

Thanks to Saco's support you'll have a mostly off-road greenway connecting Saco with Casco Bay to the north and with Strawberry Banke in Portsmouth to the south. And, if you consider the East Coast Greenway, of which the ET is the Southern Maine section, you could bike from Saco to Calais or to Key West, on the already 20% complete East Coast Greenway.

Eastern Trail Alliance members owe great thanks to Saco's elected officials, to its great city staff and to its residents.

With sincere appreciation,
John Andrews, President, Eastern Trail Alliance
JAndrews@GWI.Net
282-1979



Boards and Commissions

PLANNING BOARD

(3 Year Term)

Neil Shuster, Chair

Donald Girouard, Vice Chair

Roger Johnson

Cynthia Chadwick-Granger

Jane Walsh

Steve Dupuis

Sandra Guay

Rene Ittenbach

ECONOMIC DEVELOPMENT

COMMISSION

(5 Year Term)

Glen Baker

Jim Braley

Mike Eon

Ron Morton (liason)

Roch Rodrigue

Robert Quentin

Andrea Moreshead, Chair

CONSERVATION COMMISSION

(3 Year Term)

Donna Goulding, Chair

Peter Browne

Emily Douglas, Secretary

Peter Anderson

David Shaw

Debi McKenney

David Shaw

Mary Gilbertson

HISTORIC PRESERVATION

COMMISSION

(3 Year Term)

Audrey milne, Chair

Bob Demers

Gabrielle Gallucci

Johanna Hoffman

John Read

Robert Hollingworth

COASTAL WATER COMMISSION

Todd Steward, Chair

Thomas Casamassa, Asst.

Harbormaster

Peter Scontras

Michael Gray

Robert Morowski, Jr.

Wayne Hutchins

Robert Barris

TRAFFIC SAFETY COMMITTEE

Dep. Chief Charles Labonte

Richard Michaud

Marston Lovell

Eric Cote

Chief Bradley Paul

Chief Alden Murphy

Michael Bolduc

RECREATION ADVISORY BOARD

Cathy Baillarger

John Bouchard

Geoffrey Burr

Todd Duschaine

Jeff Scully

Jean Shore-Cabral

ZONING BOARD OF APPEALS

(5 year term)

Shawn Marsh , Chair

George Chase

John Cote

Richard Parker

Donna Bailey

David Bedell

George Starr, je.

William Tate

SACO SHORELINE COMMISSION

Dean Coniaris, Chair

Faye Casey

Paul Descoteau

Gilles Lauzon

Richard Milliard

Peter C. Marks

Ron Morton (liason)

George Roth

Pauline Kane

BOARD OF VOTER REGISTRATION

(2 Year Term)

Lucette Pellerin, Chair

Janet Fernald

Arlene Murchison

REGISTRAR BOARD OF APPEALS

(2 Year Term)

Joan Lamontagne, Chair

Peter Yarborough

Helen Fisher

BOARD OF

ASSESSMENT REVIEW

Elsie Boudreau, chair

Rotha Chan

Barbara Dresser

For Your Information

Vehicle Registration

New registration, as well as re-registration, can now be done at City Hall without having to go to the Department of Motor Vehicle. To register a new vehicle purchased from a Maine dealer, you will need the blue application for Title, the green Dealer's Certificate, proof of insurance for the vehicle and current mileage, the window sticker (Monroney Label), and if you plan to transfer plates from another vehicle you currently have registered, you will also need to bring the registration for that vehicle.

If you have a vehicle that you have purchased privately within Maine to register, you will need to bring the title to the vehicle, if it is a 1991 model or newer, properly signed on the back; you will also need any release of lien from the prior owner's lender if applicable; a bill of sale; proof of insurance for the new vehicle and its current mileage; and if you plan to transfer plates from another vehicle you currently have registered, you will also need to bring the registration to that vehicle.

For cars from out of state dealerships, or leased vehicles, or if you have just moved to Saco, please call with questions. Re-registration requires proof of insurance and the current mileage, and it is helpful to have the expiring registration. Under state law, we cannot process any registration without proof of insurance. Excise tax is paid at the time of registration and is based on the Manufacturer's Suggested Retail Price (MSRP) the year the car was made. If that information is not known, it can be calculated from the following information: a serial or vehicle identification number, year, make, model, color, weight and optional equipment, of the vehicle to be registered.

Rapid Renewal is an option to re-register your vehicle online with payment by a credit card. You may log on to our website and re-register your vehicle!

Dog Licenses

To license a dog, a current State of Maine rabies certificate must be presented along with a spaying certificate for females and neutering certificate for males. The fee for unaltered dogs, male or female, is \$10.00 and \$6.00 for altered dogs. All dogs six months or older must be licensed each year. A late fee of \$15.00 will be charged to those licenses renewed after January 31. Individuals whose names appear on the warrant will pay a \$25 penalty.

Fish and Game Licenses—Resident fishing or hunting licenses may be obtained from the City Clerk and the cost is \$24.00 per license. The cost of a combination fishing and hunting license is \$41.00. A junior hunting license may be obtained for a person 10 years of age or older and under 16 years for \$10.00

Marriage Licenses—A marriage license may be obtained from the City Clerk. For persons previously married, a certificate must be presented indicating the dissolution of the former marriage. The application for a marriage license is valid for 90 days from the date of issuance.

Birth Certificates

Birth Certificates may be obtained from:

- 1) The City or Town in which the child was born;
- 2) The City or Town in which the mother was living at the time of the birth; or
- 3) The State Department of Vital Statistics located in Augusta, Maine

The fee for a birth certificate is \$10.00 for the first copy and \$5.00 for each additional copy.

Saco Recycles

HOW TO PREPARE YOUR MATERIALS FOR RECYCLING -- QUESTIONS? CALL: (282-1552)

Recycling Center at 351 North Street Sarah Wojcoski, Recycling Coordinator

Glass: - » All glass bottles, jars (colored & clear)

- » Labels OK » Wash out and rinse
- » No light bulbs or mirrors— No broken plates or pyrex

Plastic:

- » 100% #1 plastic including colored
- » No PVC pipe or biodegradable plastic
- » No plastic film food wrap
- » Labels OK

Magazines & Phone Books:

- » Keep clean & dry
- » Deposit loose

Cans: - » All metal food & drink cans, metal lids

- » Wash out and rinse
- » Empty aerosol cans with caps removed

Paperboard: - » dry & clean paperboard (cereal, rice, cake, cracker mix boxes, etc.); please remove any inside packaging

Papers, Newspapers, Kraft Bags:

- » newspapers, junk mail, greeting cards, calendars, canceled checks, computer paper, paper bags, flyers, inserts
- » Leave them loose or in paper bags - do not tie them with string
- » Please - no plastic or other paper wrap

Glossary of Terms

Mean – The average value of a set of numbers.

Mean rating – The average value of a set of ratings.

Mission Statement – A mission statement broadly outlines the organization or department's future directions and serves as a guiding concept for what the entity is to do and become.

Per Capita – Per person; per unit of population.

Performance Measures – Tracking on a regular basis various indicators in an attempt to assist City staff, citizens, and government officials in: identifying financial, program and service

results; evaluating past resource decisions; and facilitating improvements in future decisions regarding resource allocation and service.

Strategic Plan – Statement outlining the city's mission and future direction, near-term and long-term performance targets, and strategy, in light of the city's external and internal situation.

Strategy – Action plan for achieving the City's objectives; strategy is mirrored in the pattern of moves and approaches devised by city staff to produce the desired results. Strategy is the HOW of pursuing the City's mission and reaching target objectives.

References

Ammons, D. N. (2001). Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards (2nd ed.). Sage Publications.

Strategic Marketing Services (2005). Report to the City of Saco, Maine. Unpublished.

Other Resource Materials

Fountain, J. et al (2003). Reporting Performance Information: Suggested Criteria for Effective Communication. Government Accounting Standards Board.

Review Guidelines September 2004, COA in SEA Reporting Program Implementation Phase, Association of Government Accountants.

List of Referenced Reports

City of Saco Strategic Plan (March, 2004). A copy of this report can be seen at and/or printed from the city website www.sacomaine.org.

A Report to the City of Saco (Citizen Opinion Survey, December 2005) A copy of the citizen's survey and its results can be seen at and/or printed from the city website: www.sacomaine.org.

City of Saco Comprehensive Annual Financial Report (2005) A copy of this report can be seen at and/or printed from the city website www.sacomaine.org.

City of Saco Distinguished Budget Presentation (2006) A copy of this report can be seen at and/or printed from the city website www.sacomaine.org.

City of Saco Comprehensive Plan (2000) A copy of this report can be seen at the Economic Development and Planning Department.

A Plan for the Parks: Capital Improvement Plan for the City of Saco Parks System Years 2001 - 2010 (February, 2001) A copy of this report can be seen at the Parks & Recreation Department or at the Economic Development and Planning Department.

Parks & Recreation Needs Assessment (October, 2003) A copy of this report can be seen at and/or printed from the city website www.sacomaine.org.

Information Technology Plan (April, 2002) A copy of this report can be seen at and/or printed from the city website www.sacomaine.org.

Saco Municipal Landfill Recreation and Reuse Plan (1998) A copy of this report can be seen at and/or printed from the city website www.sacomaine.org.

City of Saco, Maine Second Annual Performance Report on Delivery of City Services Fiscal Year 2005 (January 2006); Can be seen and/or printed from the city website: sacomaine.org



STATE OF MAINE
HOUSE OF REPRESENTATIVES
CLERK'S OFFICE
2 State House Station
Augusta, Maine 04333-0002

MILLICENT M. MACFARLAND

Clerk of the House
(207) 287-1400

TO: Editor, Annual Report
City of Saco
300 Main St
Saco ME 04072-1583

mm
FROM: Millicent M. MacFarland
Clerk of the House



Many municipal annual reports include the category of "Representative to Legislature" at the conclusion of the listing of Municipal Officers.

In the belief you may want to aid citizens to more readily contact their House member, we are hopeful that you will include the following information in the Municipal Officers section:

Representative to the Legislature
(term exp. 12/3/08)

District: 133

State Representative: Hon. Donald E. Pilon
Home Address: 299 Ferry Road
Saco, ME 04072

Residence: (207) 284-8161
Business: (207) 553-1357
Fax: (207) 286-1911
E-Mail: 1st@gwi.net

State House E-Mail
RepDon.Pilon@legislature.maine.gov

District: 134

State Representative: Hon. Linda M. Valentino
Home Address: P.O. Box 1049
Saco, ME 04072

Residence: (207) 282-5227
E-Mail: lmvalentino54@yahoo.com

State House E-Mail
RepLinda.Valentino@legislature.maine.gov

Capitol Address: House of Representatives
2 State House Station
Augusta, ME 04333-0002

Telephone: (207) 287-1400 (Voice)
(207) 287-4469 (TTY)

Year-Round Toll Free House of Representatives Message Center 1-800-423-2900

Maine Legislative Internet Web Site - <http://janus.state.me.us/legi>

Directory of Information and Services

City Hall Office Hours are 8:30 am to 5:00 pm - Monday through Thursday, 7:30 am to 4:00 pm on Friday

City of Saco Internet Website Address: www.sacomaine.org

Administration—Richard Michaud, City Administrator	282-4191
Assessing—Daniel Sanborn, Assessor	282-1611
Building, Plumbing, Electrical Permits & Zoning Code	
Richard Lambert, Code Enforcement Officer	284-6983
City Clerk - Lucette Pellerin:	
Certificates - Birth, Death, & Marriage	284-4831
Licenses - Dog, Victualers, Liquor, Hunting, Fishing, Mooring Business Reg	284-4831
Voter Registration	284-4831
Dyer Library - Mon, Wed, Fri 9:30 am to 5:00 pm - Tues & Thurs 9:30 am to 8:00 pm	
Sat 9:30 am to 12:30 pm	283-3861
Economic Development—Peter Morelli, Director	282-3487
Finance Department—Lisa Parker, Finance Director	282-1032
Fire Department— Chief Alden Murphy	282-3244
Burning Permits	282-3244
Dispatch	283-3661
General Assistance - Tuesday & Thursday 8:30 am to 5:00 pm by Appointment,	
Michele Hughes, Director	282-8206
Information Technology Department—Stephen Bedell, Director	602-1696
Parks & Recreation—Joe Hirsch, Director	283-3139
Planning Department—Bob Hamblen, City Planner	282-3487
Police Department—Chief Bradley Paul	282-8214
Dispatch	284-4535
Public Works Department—Mike Bolduc, Director	284-6641
Sewer Department - Snow Removal - Storm Drainage - Road Maintenance	284-6641
Recycling Center - 351 North Street - Monday through Friday 7:00 am to 3:00 pm	284-4646
Superintendent of Schools - Mike Lafortune	284-4505
Solid Waste Collection - Call BBI Waste for curbside pickup times and list of acceptable materials	934-3880
Tax Collector—Stephanie Weaver	282-3303
Tax & Registration -Property Taxes - Registration of Vehicles, ATV, Snowmobiles, Boats	282-1032
Transfer Station - Fall: 8:00 am to 4:00 pm - Spring: 9:00 am to 5:00 pm - Closed Thursdays & Sundays ..	282-7230
Treatment Plant— Howard Carter, Director	282-3564